2016-2018
OPERATING BUDGET

As Approved at
December 3, 2015

TRANSFORMING | EDMONTON
BRINGING OUR CITY VISION TO LIFE

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Edmonton

Alberta

For the Fiscal Year Beginning

January 1, 2015

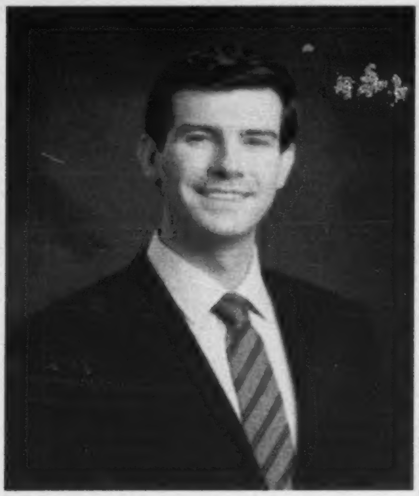
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Edmonton, Alberta for its annual budget for the fiscal year beginning January 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Message from the Mayor



On behalf of City Council, I am pleased to present the City of Edmonton's 2016-18 Operating Budget. While the priority of this budget was a restraint on spending, City Council remained mindful of our need to maintain the programs, services and infrastructure Edmontonians expect *and deserve*. We understand the financial stress many Edmonton households and businesses are facing and tried to find a fair balance. It was at times a difficult journey but, in the end, I believe we did achieve this balance.

By supporting a motion to fund the neighbourhood renewal program through grants and savings, Council showed it was willing to be creative about where we could find large-scale savings and deliver the tax relief Edmontonians were looking for. Through this single motion, Council was able to shave 1.5 per cent from the proposed tax increase for the next two years.

In many ways, this budget was part of a broader discussion about what programs and services are the responsibility of the City of Edmonton and what should be uploaded back to other orders of government. In too many instances, municipalities like Edmonton are taking on more than we should when it comes to areas of provincial and federal responsibility, like affordable housing. To be sure, City Council remains strongly committed to supporting affordable housing projects in Edmonton. Without initiatives like the Housing First Program, we wouldn't have been able to house over 5,000 homeless people since 2009. However, ensuring that a high concentration of the most vulnerable Albertans have proper shelter should not and cannot be the sole responsibility of Edmonton property taxpayers.

Council also demonstrated restraint by staying within the $10 million available through efficiency and innovation efforts within the administration. It may have been easier, and perhaps more popular with many citizens, to fund more programs and initiatives, but we all recognized this was not the right time to do so. By staying within our means, we didn't have to raise taxes further and yet we were able to still fund things like gender-based violence prevention, improved maintenance of our sports fields and the early stages of our energy transition strategy.

Within the 3.4 per cent tax increase we ended up with the fundamental building blocks of a well-considered budget: 2.6 per cent to keep pace with the demands of a busy city (primarily in labour and operating commitments), and 0.8 per cent to begin paying for the long-awaited Valley Line LRT to the southeast.

We also began the important process of looking more deeply at our cost drivers through a review of staff overtime and a wholesale review of city services – all in the name of finding long-term efficiency, effectiveness and alignment with our core priorities as a Council. Our efforts to find efficiencies and the push for greater transparency and efficacy in our operations doesn't end with this budget, but remains core to the ongoing work of this Council. As we work through these multi-year budget cycles, we can continue to establish long-term spending priorities to help build a more sustainable city.

Don Iveson

Mayor

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Key Dates

Following are the key dates related to the 2016-2018 Operating Budget Process:

June 23, 2015

- Administration provided a forecast of the 2016-2018 Operating Budget including impacts of capital and cost pressures.

September 22, 2015

- Council consideration and approval of the proposed Budget Process.

October 20, 2015

- Proposed 2016-2018 Drainage Utility and Waste Management Utility Budgets released to Council electronically via the City of Edmonton website.

October 29, 2015

- Proposed 2016-2018 Utilities Operating Budgets to be debated at Utility Committee, with recommendations forwarded to City Council.

October 30, 2015

- Proposed 2016-2018 Operating Budget for Civic Programs and Boards and Commissions released to Council electronically via the City of Edmonton website.

November 3, 2015

- Proposed 2016-2018 Operating Budget for Civic Programs and Boards and Commissions presented to Council and printed copies of the budget delivered.

November 23, 2015

- Non-statutory Public Hearing on Proposed 2016-2018 Operating and Utilities Budgets.

December 3, 2015

- City Council approved the 2016-2018 Operating and Utilities Budgets.

January 2016

- Assessment notices are mailed to property owners.

Spring 2016

- Education Tax Requisition from the Province of Alberta.
- Council approves final tax rate.

May 2016

- Property tax notices are mailed.

June 30, 2016

- Deadline to pay property taxes.

Foreword

The 2016-2018 Approved Operating Budget has been prepared by Administration with City Council's Vision top of mind. The six 10-year goals in *The Way Ahead* and alignment to the Corporate Outcomes approved by City Council were significant considerations in drafting this budget.

The 2016-2018 Approved Operating Budget document is presented in one volume. The budget document contains introductory and summary level information followed by Department, Branch and program level budget detail. The 2016-2018 Approved Utilities Budget is presented in a separate volume.

Unless otherwise stated, all amounts are shown in thousands of dollars

Building a Great City

Building a Great City section provides an overview of the alignment of Council's vision, strategy and the 2016-2018 budget. It also provides an economic update for the City of Edmonton.

Budget Building Blocks

Describes the Corporate Planning Framework, the multi-year budgeting process and the linkage to Strategic Planning. This section also includes the Corporate Workforce Plan and Positive Change recommendations for City Council's consideration.

Budget in Brief

The Budget in Brief section provides a quick look at the 2016-2018 Approved Operating Budget. It shows the impacts for a typical homeowner, where the money comes from, where the money is spent and the monthly average household spending.

Impacts of a Growing City

Provides information related to the Operating Impacts of Capital and of Contributed Capital as well as a summary of all of the Service Packages.

Budget by the Numbers

Included in this section are the budget summaries, FTE tables and approved changes to user fees, fines and permits.

Department and Branch Overviews

This section contains detailed information of each City Department and its Branches. The Department Overview introduces the department and includes a table identifying all the branches and programs contained within the department. Highlights of the approved 2016-2018 budgets and a departmental view of the budget are also provided. The Branch Overviews provide information on major services and programs and the approved 2016-2018 Operating Budget for the branch. Changes to the budget and information on results, cost drivers and services offered by program, along with details of funded service packages are also presented if applicable.

Breaking down each Branch into additional levels of detail is intended to provide clearer information about revenues and expenditures in the base budget, as well as any changes for 2016-2018.

Foreword

Supplementary Information

This section includes additional information about the City of Edmonton and the approved 2016-2018 Operating Budget. The sections include:

- Governance Structure
- Basis of Budgeting
- Reserve Funds
- Council Motions
- List of Council Approved Plans
- Neighbourhood Renewal Program Listing
- Outstanding Debt Summary
- Summary List of Performance Measures
- Major Financial Policies
- Terms and Definitions

Access to Approved 2016-2018 Budget Documents

The approved 2016-2018 Budget document is available on the City's Website: http://www.edmonton.ca/budget2016

Building a Great City

Edmonton in Focus

Edmonton has continued to grow throughout 2015, despite the current economic uncertainty that Alberta faces.

Edmonton's drive over the past decade to build a strong, diversified, and sustainable economy has already proven its value. The momentum of the City's growth, sound fiscal management, and timely investment in capital infrastructure has provided Edmonton's overall economy with a strong buffer.

In order to continue improving how we plan for Edmonton's future, the City has now moved its operating budget to a multi-year, rather than year-by-year basis. This gives the City several advantages from a planning perspective. It allows Council and Administration to respond to broader economic changes in a responsible way, taking a longer view of Edmonton's needs, while building stable program and service delivery. It provides more flexibility in how the City finances operations, as funding priorities can be reallocated across different years of the budget. This multi-year approach allows us to align strategy, business plans and operating and capital budgets to ensure the dollars are spent to achieve City Council's vision.

Strong Fiscal Management

In September 2015, the independent financial rating service Standard and Poor reaffirmed the City of Edmonton's AA+ credit rating for the fourth consecutive year. The report noted that Edmonton continues to manage its finances well by employing an experienced financial management team, holding a strong liquidity position, and keeping its debt burden well within both provincial limits and the more stringent City policy.

But Edmonton is not simply resting on its past successes.

City Building

2015 saw several of Edmonton's signature projects spring to life in the core of the city. The Metro Line opened to service, adding the Northern Alberta Institute of Technology (NAIT), Royal Alexandra Hospital, MacEwan University, and other north Edmonton landmarks to the City's LRT network. The Ice District, Edmonton's new downtown entertainment district, is rapidly taking shape, with the new Rogers Place arena slated to open next year. In August of this year, construction began on Blatchford, a new sustainable community in the heart of Edmonton. The City also continued to develop as an arts and cultural centre, hosting a mixture of events ranging from the cutting-edge Red Bull Crashed Ice tournament—held on a man-made skating track built just for the event in Louise McKinney Park—, to the ITU World Triathlon, to City favourites such as the Heritage Festival, the Fringe International Theatre Festival, and the Edmonton Folk Music Festival.

Significant challenges still lie ahead for Edmonton as it prepares to renew its strategic vision, *The Way Ahead,* and pushes forward on a new city-wide transit review strategy that will see the City rethink how it delivers transit service to its 870,000 some residents. But collaboration between Edmonton and its regional partners will ensure that the Metro Edmonton economic engine which Edmonton powers continues to thrive.

Building a Great City

Economic Outlook

The impact of lower global oil prices was evident in the Edmonton economy in 2015.

Economic growth for 2015 in our region is now expected to slow down to 0.7% from the rate of 3.1% recorded for 2014. However, it is also expected that Edmonton's growth will outperform Alberta's growth as a result of Edmonton's relatively more diversified economy.

The driving force for this expected moderate growth comes from expanding employment and incomes, although at slower rates than seen in recent years. This expansion, combined with ongoing population growth, provided solid support to the housing, retail and personal service sectors of the Edmonton economy.

Global and North American Developments

Global economic growth continued to move forward at a slightly weaker pace in the third quarter of 2015. While conditions in the US improved in the quarter, growth in the Euro zone and emerging markets has continued to disappoint. With very weak conditions in Italy, France and Spain, the Euro Zone's economic prospects still pose the most significant downside risk to global economic recovery. As well China, Brazil, South Africa, Russia and several other emerging market economies may not meet growth numbers that are currently anticipated.

The International Monetary Fund expects the global economy to grow at 3.3% in 2015 – a slightly slower rate than forecasted in the first quarter 2015 World Economic Outlook update report. Global growth will rise in 2016 to 3.8% as the advanced countries accelerate and emerging economies see more robust growth.

Although inclement winter weather in the US resulted in very weak economic growth early in 2015, the US economy rebounded later in the year resulting in an annual growth rate of approximately 2.5% for 2015. This growth rate is currently expected to accelerate to the 3% range in 2016. Higher levels of activity in US consumer spending, manufacturing and construction contribute to continuing growth in the US. These positive developments more than compensated for weakness in the energy sector and business investment.

Economic growth in the emerging economies showed signs of stabilizing in the third quarter of 2015, after a relatively weak showing in 2014. While a slight moderation in economic output in countries such as China is likely over the remainder of 2015, growth across all emerging markets is expected to hold at around 4.2% which is down slightly from the 4.3% rate foreseen in the first quarter of 2015. Looking forward to 2016 growth in emerging economies should improve to 4.7% which is still well below historical norms.

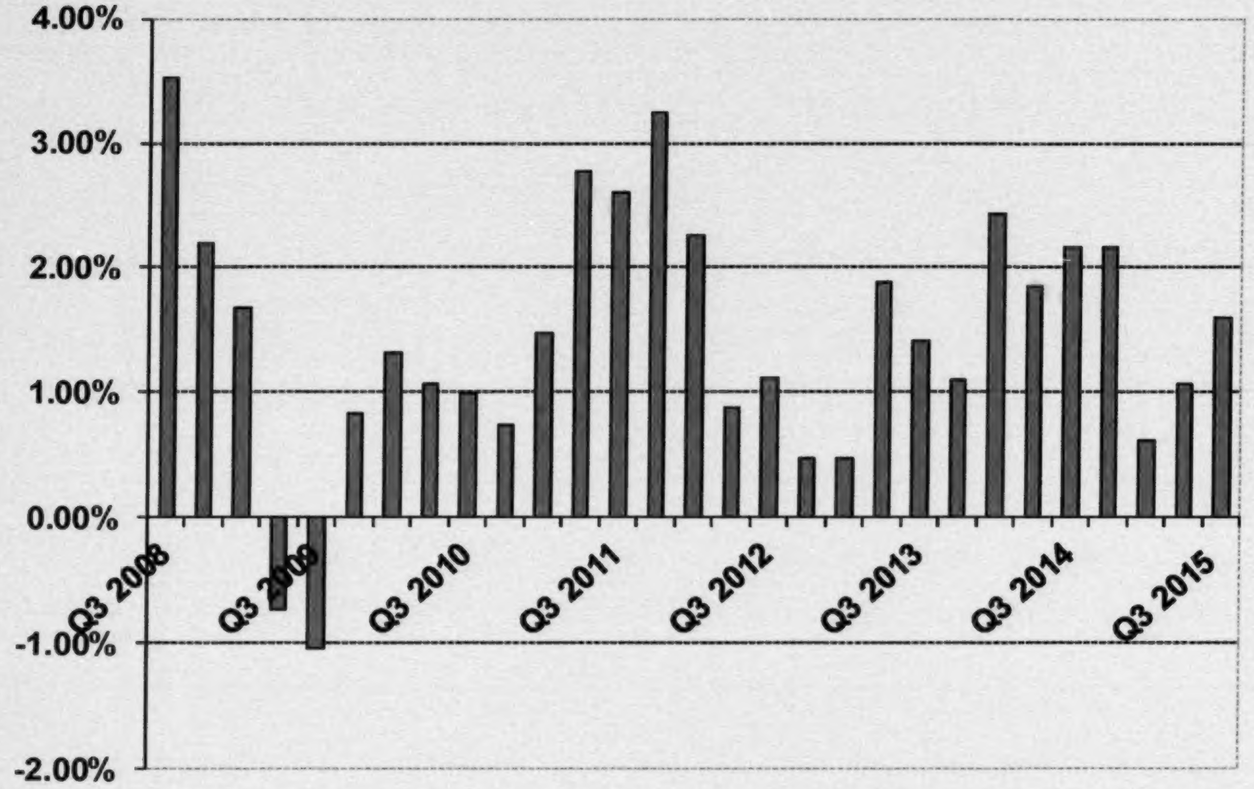
Unlike in the US, growth in Canada did not accelerate quickly in the third quarter of 2015. Rather, Real Gross Domestic Product remained sluggish as the impact of sharply lower oil prices continue to be felt. With oil prices only partially recovering and no significant boost to exports from a lower Canadian dollar so far, the Canadian economy will see very modest growth in the third quarter. For 2015 as a whole economic growth will come in at an annualized rate of about 1% which is well below the 1.9% the Bank was forecasting earlier in the year. With better conditions in the US and improved exports as a result of a lower Canadian dollar 2016 should be a better year for Canada with growth in the 2.3% range.

Building a Great City

Inflation in Edmonton

Inflation as measured by the Consumer Price Index (CPI) moved up from the very low levels recorded in the first and second quarters during the third quarter of 2015. Year over year inflation was 1.6% in September 2015 as the impact of last year's fall in gasoline prices began to fade. Housing costs, particularly rents, are continuing to rise albeit at a slower pace than in in previous quarters. This will lead to higher inflation for the remainder of 2015. Edmonton's rental vacancy rate is in the 2.4% range which remains well below the long term average of 3.5%. This is causing rents to rise faster than overall inflation in Edmonton. While the vacancy rate will rise over 2015 the tight conditions in the rental segment of the housing market will continue to put upward pressure on shelter costs and drive inflation up in the months ahead.

Edmonton's CPI Inflation



Source: Statistics Canada

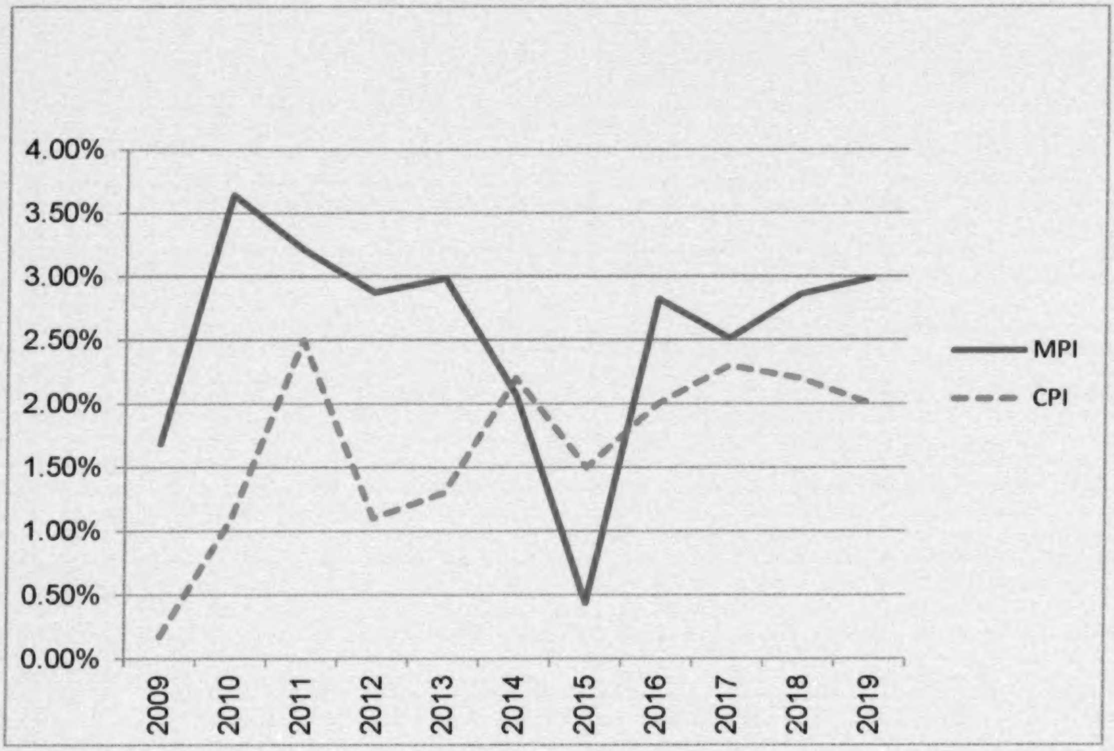
Building a Great City

The most widely recognized measure of inflation is the annual percentage increase in the CPI which tracks prices of goods and services used by average Canadian consumers. While the CPI is the most widely used measure of inflation, it does not capture price impacts that most businesses and government organizations face. This is due to the fact that the goods and services included in the CPI are based on what is consumed by households. It does not include a wide variety of products and services that are typically purchased by businesses and government agencies such as the City of Edmonton. Consequently, it is not an appropriate indicator of inflationary pressures faced by the City.

To address this issue for the City of Edmonton, the Office of the Chief Economist prepares a Municipal Price Index (MPI) based on the purchases made through the City's operating budget. The MPI is used to capture changes in the costs of providing municipal services in the City. Inflation measured by the MPI tends to be higher compared to the consumer-based inflation measured by the CPI due to the large share of wages and benefits in the City's operating expenditures. Typically, wages and salaries and associated benefits increase faster than the CPI reflecting higher productivity as well as changes in the cost of living. However, in 2015 the MPI is expected to be below the CPI due to lower costs for professional services and some materials such as gravel. The MPI will return to being above the CPI in 2016 and beyond

The MPI is updated annually by the Office of the Chief Economist for the City of Edmonton. Other jurisdictions such as Calgary apply similar methods to calculate their own MPI's. Additional background on the MPI and the methodology used to calculate it can be found at:

http://www.edmonton.ca/business_economy/economic_data/economic-news.aspx

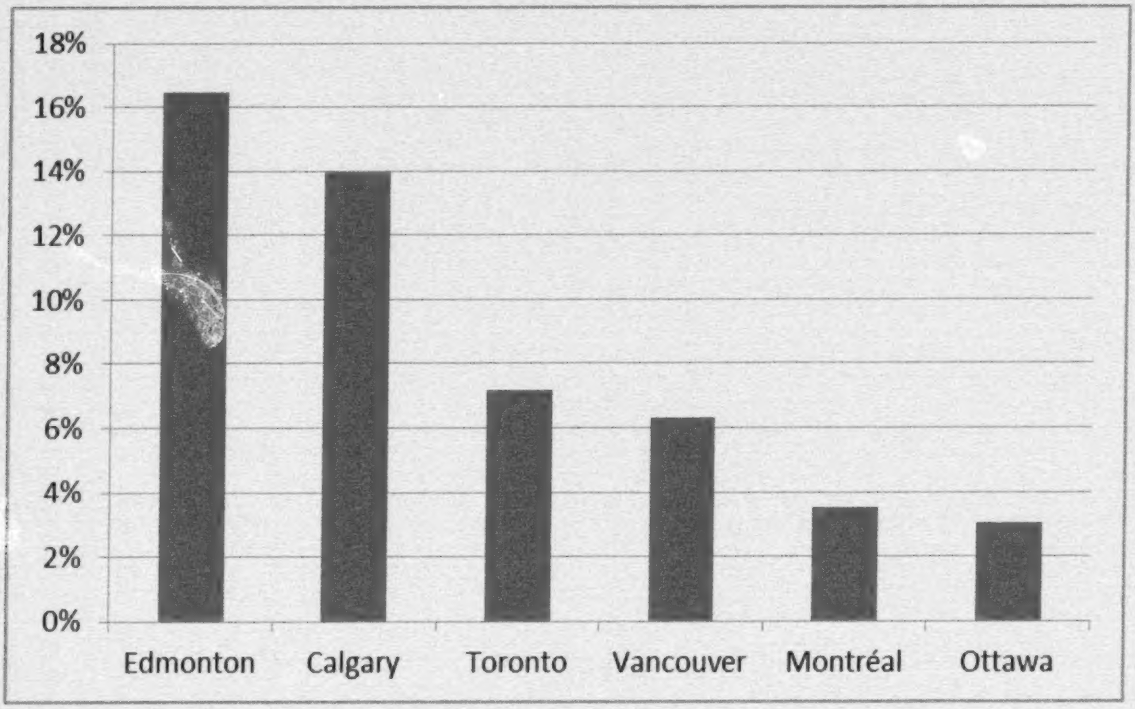


Employment in Alberta

Alberta's employment growth rate has slowed down significantly in 2015 but continues to have the third best gain in jobs among the provinces over the past 12 months. However, the unemployment rates were the second lowest among the provinces. In addition, Alberta continues to have the highest provincial average weekly earnings in Canada.

Over the past 12 months, Alberta has added almost 31,000 new positions. With this gain, the unemployment rate has been in the range of 6.0% to 6.5% which shows a picture of slightly below full employment which is usually taken as 5% unemployment. Year-over-year employment growth was 1.4%, the bulk of which occurred in the last half of 2014.

Employment Growth in the Last Five Years



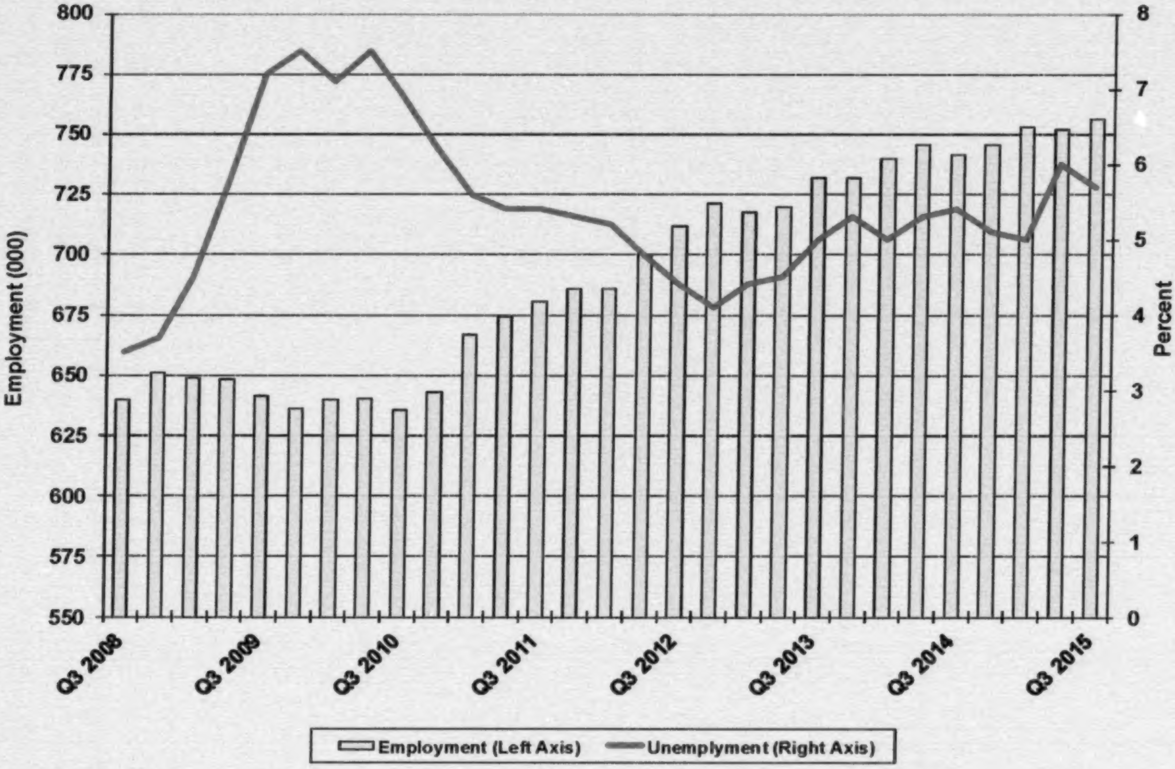
Building a Great City

Employment in Edmonton

Employment in the Edmonton region for the third quarter of 2015 was up year over year with particularly good increases in full-time jobs. Strong job gains in construction, financial services, health care and education more than made up for weakness in the retail, energy and manufacturing sectors. As a result, Edmonton's unemployment rate stood at 5.9% in September 2015. Employment growth in Edmonton will slow over the remainder of 2015 and the unemployment rate will rise to 6.5% range in the coming months as the available labour force increases more rapidly than the number of new jobs.

Employment in the Edmonton region made very respectable gains over the course of the year as 20,000 net new jobs have been added over the last 12 months. These have been largely full-time jobs. However there has been a tendency toward part-employment in the most recent job numbers. The region saw job gains in construction, professional services, public administration and healthcare. Job losses have occurred in oil & gas, manufacturing, and logistics. As a result, Edmonton's unemployment rate stood at 5.9% in the third quarter of 2015 – well below the current Canadian value of approximately 7.1%.

Employment Trends in the Edmonton CMA



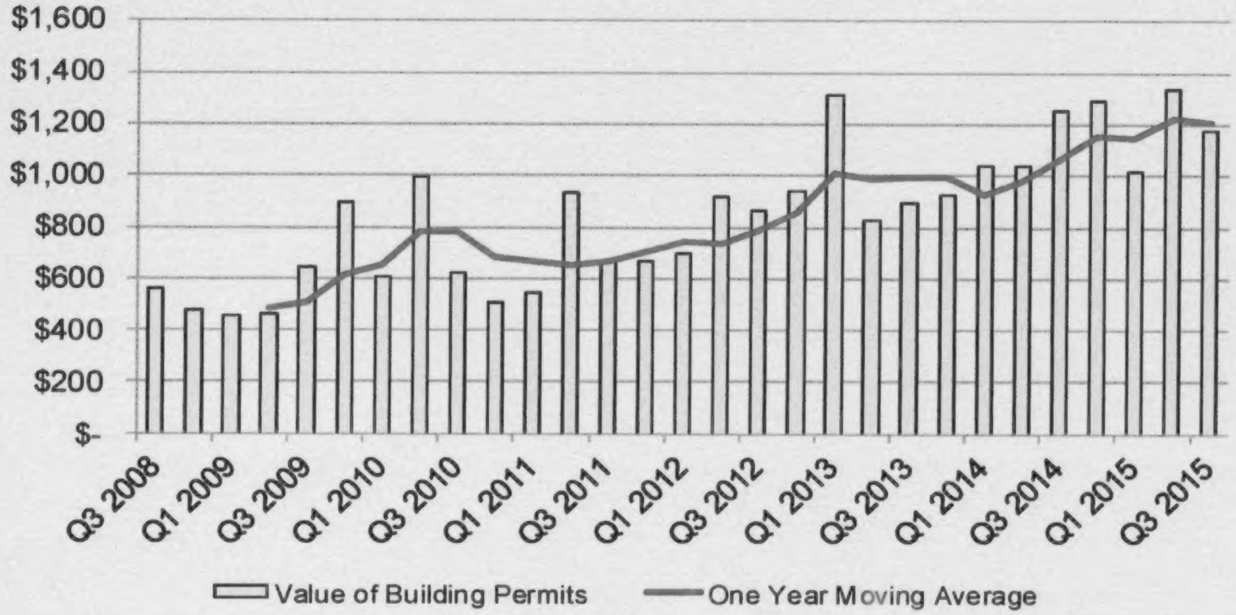
Source: Statistics Canada

Building a Great City

Building Permits

After a very strong gain in the second quarter, the value of building permits in Edmonton eased in the third quarter of 2015. The quarterly value for both non-residential and residential permits slipped lower in the quarter. The one year moving average, which smooths out sharp changes in quarterly results for building permit values, was also down slightly in the third quarter. However values of permits remained at historically good levels. The value of building permits will weaken from current levels, particularly for multi-family residential buildings, as the rental vacancy rate continues to rise over the remainder of 2015. With applications for new developments slowing, it is anticipated that building permit values will fall in the months to come.

City of Edmonton—Value of Building Permits



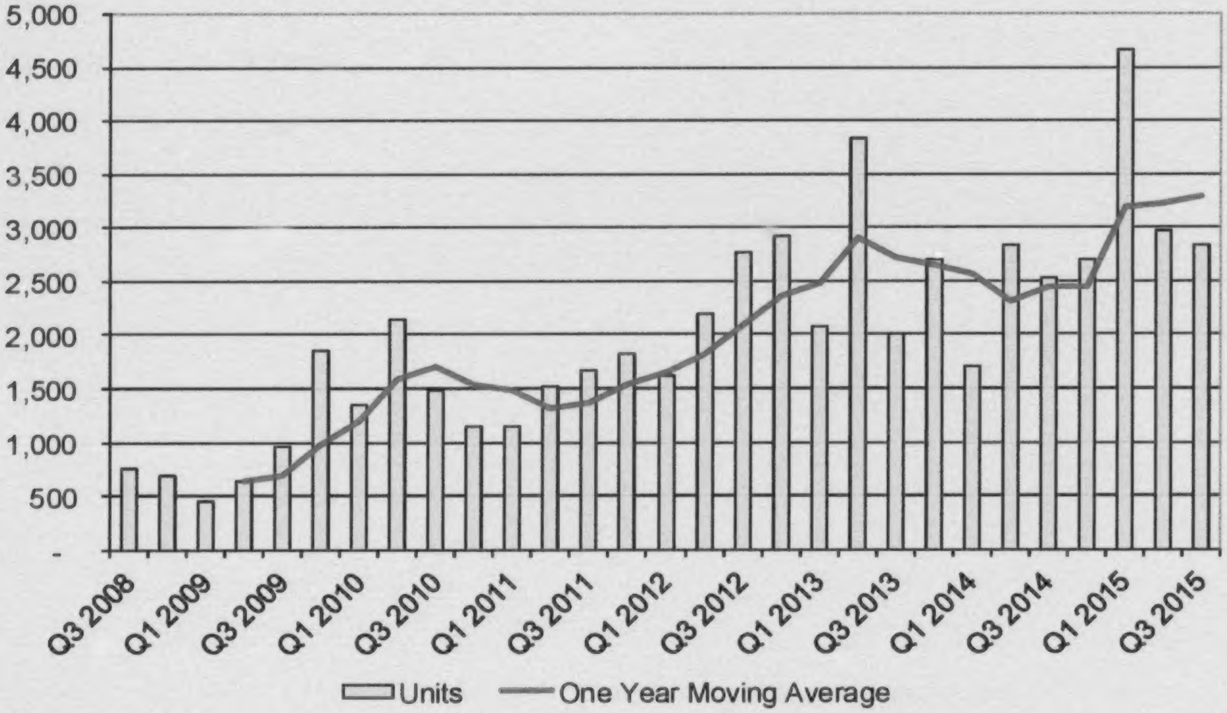
Source: City of Edmonton, Current Planning Branch

Building a Great City

Housing Starts

After extraordinarily strong multi-family housing start figures in the first quarter of 2015 housing starts in the City of Edmonton have slowed. When compared with the second quarter, single-family homes experienced a decrease of 14% in the third quarter while multi-family homes experienced an increase of 1%. As noted previously rental vacancy rates in the Edmonton region are hovering in the 2.4% range providing an incentive for further investment in multi-family construction. However, housing start values will continue to decline over the remainder of 2015 as the stock of multi-family units begins to catch up with current demand and single family home sales soften. Over the next several years housing starts will continue to slow as the number of multi-family units returns to levels closer to historical averages.

City of Edmonton – Housing Starts



Source: Canada Mortgage and Housing Corporation

Global Risks

It is important to remember that the economic prospects for Edmonton and the Metro region are closely linked to Alberta's energy economy, which is highly export dependent. Because of this, there are risks to the City's economic outlook from factors beyond the municipality's control, despite excellent regional economic conditions. There is also ongoing uncertainty about future investments in pipelines, which are necessary for the future growth of Alberta's energy sector. Consequently future growth prospects for the City, while currently very robust, could quickly take on a less positive tone should issues of global market access for Alberta's energy products not be addressed in a timely way.

Budget Building Blocks

Bringing Our Vision to Life

Edmonton's City Council has developed a City Vision - a creative description of our City's future that paints a picture of how we imagine our city will look in 2040. The journey toward that 2040 vision is supported by deliberate and purposeful planning to build a great city and create the community in which Edmontonians strive to work, live and play. The City of Edmonton's strategic plan, *The Way Ahead* describes the city vision and identifies six 10-year strategic goals that direct long-term planning. The six 10-year goals are:

- Transform Edmonton's Urban Form
- Enhance Use of Public Transit and Active Modes of Transportation
- Improve Edmonton's Livability
- Preserve and Sustain Edmonton's Environment
- Ensure Edmonton's Financial Sustainability
- Diversify Edmonton's Economy

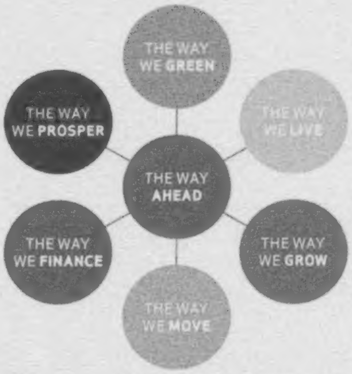
A set of corporate outcomes, performance measures with targets, and conditions of success help define and measure the journey to achieving the 10-year strategic goals.

Directional Plans

Directional plans, called The Ways Plans, identify the strategies to achieve the 10-year strategic goals. Directional plans are:

- ✓ *The Way We Grow*: Municipal Development Plan
- ✓ *The Way We Move*: Transportation Master Plan
- ✓ *The Way We Live*: Edmonton's People Plan
- ✓ *The Way We Green*: Edmonton's Environmental Strategic Plan
- ✓ *The Way We Finance:* (under development)
- ✓ *The Way We Prosper*: The City of Edmonton's Economic Development Plan

BRINGING OUR CITY VISION TO LIFE



Budget Building Blocks

Edmonton is a city for people - for all of us - where we live, how we get around, how we engage with one another in society, and also how we grow. It's a city of builders, a city of innovators, and a city that leads. Our community is filled with residents, businesses, entrepreneurs, investors who are bound together by a common vision and driven by individual efforts to make something great. Edmonton is a place where people actively build things and creatively make new things - and new connections - happen. Each year we welcome thousands of new citizens into our city and into our neighbourhoods, and we also welcome and encourage new visitors from around the world. Edmonton is a fast growing city – among the fastest growing in the country. Located in Treaty 6 territory, Edmonton is a young city with a rich and layered history. Our community provides the canvas where we can share our stories, build our futures together, and walk in the footsteps of those who came before us as we forge new paths ahead.

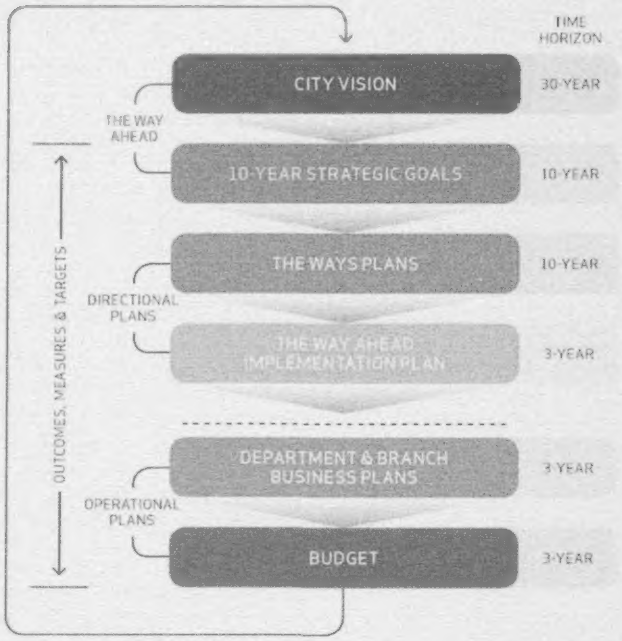
To build a Great City that is caring, sustainable and resilient, Edmonton will continue to deliver superior livability for its residents through well-designed, green and connected places and spaces. Our city-building efforts are intended to support improved social equity, broader economic opportunity and enhanced collective prosperity.

As we work towards our longer-term 2040 City vision, we are currently wrapping up the remaining three years of the first ten years of our strategic plan, The Way Ahead. Our environment is continuously changing and new ideas, issues and opportunities emerge. Edmonton has a clear focus on what needs to be achieved over the coming decades, and as a result we developed the 2016-2018 Way Ahead Implementation plan to prioritize initiatives that need to be delivered over the next three years to make the biggest impact now as we move into the next phase of our strategic plan (2019-2028).

Corporate Planning Framework

Each department and its respective branches has developed a 2016-2018 business plan that aligns with the City's ten year strategic goals. These business plans identify actions and initiatives that are critical in moving forward to achieving the City's vision in *The Way Ahead*. The proposed 2016– 2018 operating budget has been built on these 2016-2018 business plans, along with the 2016-2018 Way Ahead Implementation Plan to ensure today's investments achieve our vision and strategic goals. This, along with delivery of core programs and services, focuses efforts on transforming Edmonton into a great city.

CORPORATE PLANNING FRAMEWORK

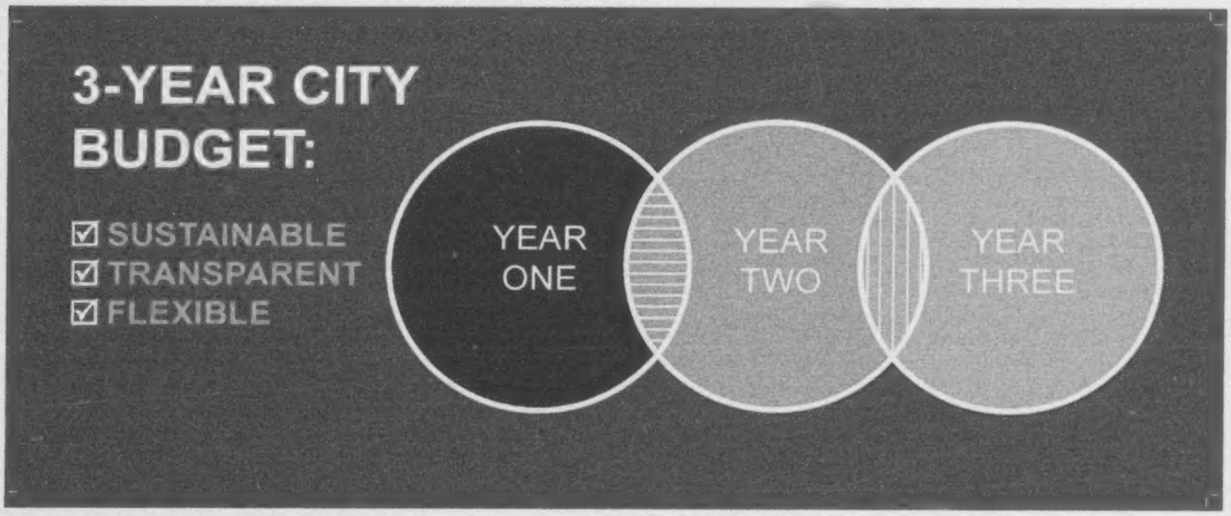


Budget Building Blocks

Multi-year Planning & Budgeting

At the September 10, 2014 City Council meeting, the Multi-year Budgeting Policy (C578) was approved. With this direction, Administration developed a process beginning with department and branch business plans being presented to Council Committees.

This multi-year process will advance Edmonton's financial stability, flexibility and future planning.



Stability: Planning a budget over multiple years allows Council and Administration to take a longer view of Edmonton's needs, and build out stable program and service delivery. This allows Edmonton to better plan stable revenues and expenditures, providing consistent funding levels for the programs and services Edmontonians expect.

Flexibility: Multi-year budget planning allows the City to be more flexible in how it finances operations, allowing Council and Administration to reallocate funding priorities across the different years of the longer budget cycle. This enables the City to bring in programs and services when they are most needed, and to adapt to the ever-changing needs of our city.

Future Planning: As one of Canada's fastest-growing cities, Edmonton needs to be able to plan for its future vision while also meeting its present day demands. Multi-year budgeting permits Council and Administration to implement or revise programs and services over a longer time frame, rather than being limited to yes/no decisions on a yearly basis. This means, for example, if a new program or service doesn't fit into this year's budget cycle, it can still be planned for a later year.

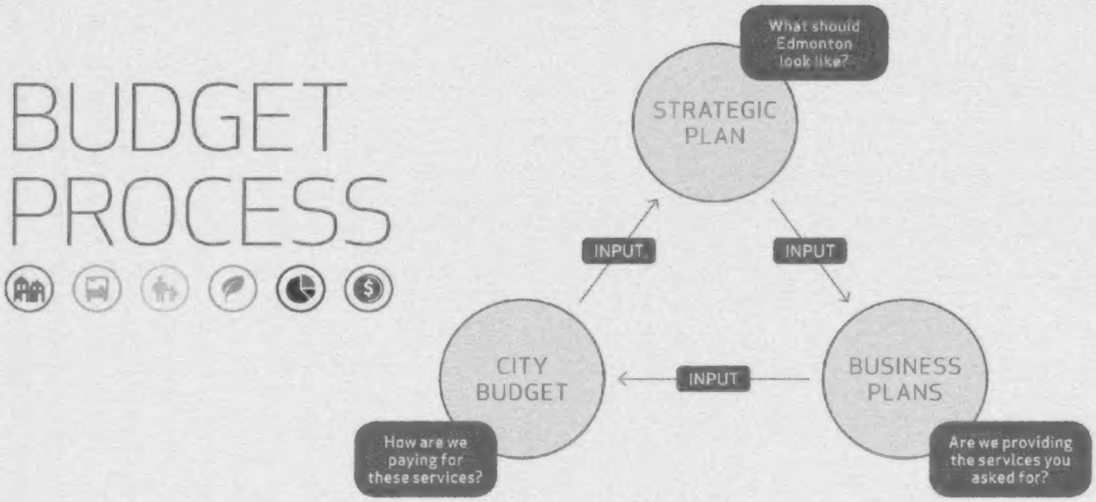
Budget Building Blocks

While, research shows that more than three quarters of the 26 outcome measures set in *The Way Ahead are projected to be near, meet or exceed targets by 2018, the City still needs to make considerable efforts to fully deliver on its promises.*

To ensure the City's day-to-day efforts align with strategic purpose, City departments created business plans. These plans provide Council and the public with a deeper understanding of the City's programs, cost drivers and performance. It's also expected that they will help guide conversations between Administration and Council about priorities.

The City developed 23 initiatives that will help us achieve economic resilience, build a sustainable city and create an open and caring community. Our priority is to substantially complete each of the initiatives by the end of 2018. While a lot of this work will be carried out with existing resources, we will continuously balance priorities and shift resources.

Linking to Strategic Planning


BUDGET PROCESS
What should Edmonton look like?
STRATEGIC PLAN
INPUT
INPUT
CITY BUDGET
INPUT
BUSINESS PLANS
How are we paying for these services?
Are we providing the services you asked for?

Budget Building Blocks

Budget engagement: Summer 2015

Recognizing that active, engaged Edmontonians make for a more vibrant, positive and welcoming city, the City expanded its engagement efforts around the topic of the municipal budget.

This summer, Financial Services hit the road. We delivered a full-fledged direct engagement campaign by setting up a "budget booth" at summer events across Edmonton where residents could learn about municipal budget, provide feedback and generally engage with City employees face-to-face.

We successfully engaged approximately **3,600** citizens at **16** events and observed that most people were receptive to the following key messages:

- Edmontonians can learn more about the budget and give their input by visiting the interactive www.yegcitybudget.ca, which will include the budget "slider tool."
- Edmonton is moving to a multi-year operating budget structure (2016-18)
- Edmontonians get a high value for their tax dollars

The campaign sought to engage a wide range of citizens by attending public events across the city which reflected the social, cultural and political diversity of the city – various "types" and sizes of events were attended, and each political ward also had at least one event. Attending these events also allowed for a greater number of citizens to be reached in a manner that was more convenient for them.

In addition to this campaign, the City will use online engagement methods, such as edmontonbudget.com, Facebook, Twitter, YouTube, Google ads and Edmonton's Insight Community, to support interest in the topic of municipal budget.

Edmontonbudget.com alone offers an opportunity for Edmontonians to learn how much property taxes or fees go to each City service area each month and indicate what priorities City Council should focus on for the coming year. Feedback gathered from edmontonbudget.com will be presented to Council after November 14, when the online engagement component concludes.

Budget Building Blocks

Accountability for Results

Performance measures exist at multiple levels throughout the organization. The City uses a suite of performance measures to assess how it is performing – at the corporate, department and program levels. Types of measures include effectiveness and efficiency (including productivity, timeliness, and quality) measures. Performance measurement:

- Improves transparency and accountability
- Supports decision-making and resource allocations
- Monitors progress in achieving intended results (effectiveness)
- Monitors efficiency
- Monitors programs and services

Reporting to citizens about things that matter to them is an important component of accountability. The City recently reported its 2014 progress towards the outcomes, measures and targets in *The Way Ahead.* Departments and branches will be reporting progress on their business plan performance measures beginning in 2017. The City also implemented the Citizen Dashboard to report on the performance of services and activities that are important to citizens and that promote the outcomes associated with The Way Ahead. Please visit the Citizen Dashboard at http://www.edmonton.ca/city_government/citizen-dashboard-city-by-the-numbers.aspx.

Please refer to the Supplementary Information section for a complete list of the Performance Measures.

Corporate Workforce Plan

Building Capacity and Advancing Organizational Culture

The City of Edmonton provides a wide range of services that Edmontonians use every day. The majority of civic services are citizen focused and labour intensive, which explains why approximately 60% of the operating budget relates to personnel. The City's workforce of more than 13,000 staff in peak season includes diverse positions such as Firefighters, Transit Operators and Lifeguards.

People – our staff are the key resource to bring City Council's vision to life . The 2015-2020 Corporate Workforce Plan is the framework to build Human Resource Capacity to deliver on the Ways. The plan was developed based on extensive external research and analysis of labour projections, leading external organizations, and internal consultations with key stakeholders.

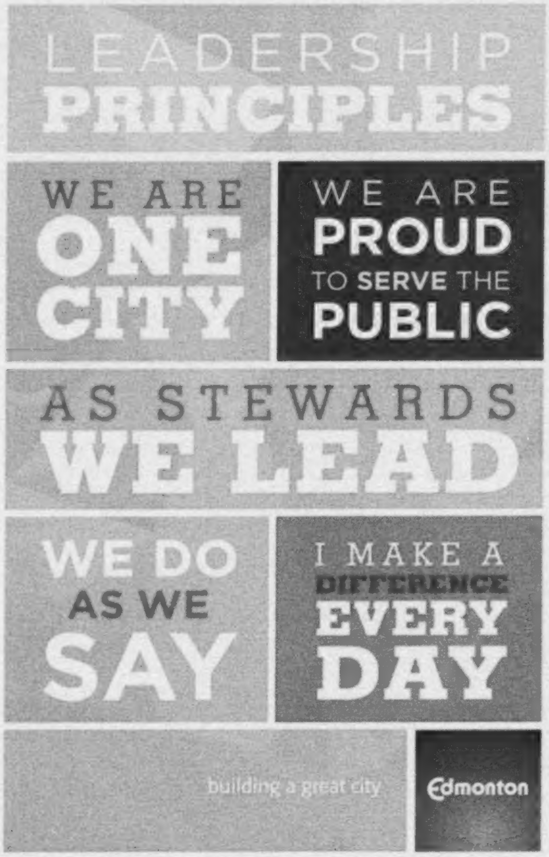
The culture of the organization reflects how we as an organization choose to work together and how we interact with Council, citizens and other stakeholders. It is our behaviours, attitude and approach. Intentionally shaping our desired organizational culture is the foundation of the Corporate Workforce Plan. It influences our work in the three strategic focus areas of:

Talent: Attracting and retaining a diverse, engaged, innovative and skilled workforce to build a great City.

Learning: Leverage learning as a competitive advantage to build a strong and sustainable workforce for today and tomorrow.

Performance: Optimize individual and organizational performance.

The three Strategic Focus Areas and performance measures provide a business discipline to the overall framework. The identification of goals and initiatives for each of the Strategic Focus Areas provides structure to advance meaningful progress towards the achieving the desired outcomes.



Budget Building Blocks

Making Progress

The most recent Employee Engagement and Diversity Survey, administered in September 2014, demonstrated significant positive growth in culture throughout the organization. Participation rates continue to increase and achieved a 50% increase over participation rates for the 2010 survey. Every one of the 34 questions in the four indices of the survey increased over 2012 survey results demonstrating positive change and consistent leadership across the organization. The next survey will take place at the end of 2016 and will provide an indication of the success of the action plans implemented in 2015 and 2016.

Sample of progress:

- Engagement is enhanced through employee events such as the Great City Event, where more than 1000 supervisors gathered together in 2015 to network and learn about innovation and service excellence, and the Great City evening, where over 4500 staff and family members gathered to celebrate and be recognized for their contributions to building a great city.

- Engagement is also advanced through our grassroots programs such as the Culture Ambassador Program, with over 600 members across the organization and Branch action plans

- Launch of the School of Business: The new enterprise learning approach is focused on building capacity throughout the organization at all levels. In 2015 the School of Business implemented four significant streams of learning. They include a comprehensive Aspiring Supervisors Program, new Management 101 Program, expansion of the Supervisor 101 Program, and training focused on the individual. The strategy of modernizing our approach to learning will continue with the implementation of an enterprise learning system and expansion of online learning.

- Diversity and inclusion within the workplace has progressed with successful employment initiatives such as the Abilities@work program in partnership with six community partners and civic unions. Significant progress has been made in the Aboriginal Awareness and Education Initiative with 1500 City staff trained by the end of 2015 and a plan to achieve 100% of City staff by the end of 2018.

- An integrated Civic Accommodation Transformation team representing culture, communications, technology, space design, customer services and alternative work strategies was formed in early 2015. This team is working to transform shared spaces and new ways of working with new technologies to reduce real estate costs and environmental footprints, provide flexible workspace options to support collaboration, innovation and increased productivity and to better serve the needs of citizens and increase performance.

Continuing Our Progress

In 2016-18 a focus on building organizational and individual capacity and advancing the desired corporate culture remain a priority. The 2015 – 2020 Corporate Workforce Plan is ambitious, bold and fitting for a top diversity employer in Canada and a top employer in Alberta. Our success will be dependent on modernizing and innovating our business processes and building people capacity through a strong, sustainable organizational culture.

Positive Change

What is Positive Change?

Positive Change has been ongoing at the City of Edmonton. Since 2010, the City has successfully reduced the net operating budget by $178 million. For the 2016-2018 period, the target is a 2% reduction in the operating budget tax levy.

Council's 2% Initiative provided a goal: to build a more visible and well-defined culture of innovation and improvement at the City of Edmonton. In response, we have developed a corporate innovation program, encouraging the existing drive for innovation in the organization and creating new structures to support innovation practices at all levels. This is driven through facilitated training and by supporting a distributed network of innovation champions in each department.

This 2% comes in two forms:

Recoverable:

'Recoverable' savings are costs that can be directly reduced from City services or programs, meaning Council can use the money recovered to fund other programs and services, or to lower the total property tax increase.

An example would be reducing the percentage of salt in the sand used on Edmonton's winter roads. The cost savings from this change are recovered as a direct budget savings.

Reallocated:

'Reallocated' savings are costs that can be reassigned to be better used within a City department, in order to improve how that area does its business.

An example would be City staff taking over work duties related to the City's biosolids program, which would previously have been done by contractors. The cost savings from this change allow the City to more flexibly manage the program.

Achieving Positive Change

Positive change is achieved though 3 different approaches:

Program Review:

Program Review means reviewing the programs that the City of Edmonton offers to citizens, making sure they align with citizen needs and the City's strategic plan, and optimizing how we deliver them.

If a program is important to Edmonton and Edmontonians, it should have measurable outcomes and we should be considering how best to meet those outcomes. If a program isn't important to the City or its citizens, then we need to re-examine why we're doing it at all.

Improvement & Innovation

Council's 2% Initiative has served as a catalyst to build a more visible and well-defined culture of innovation and improvement at the City of Edmonton. We have developed the Corporate Innovation Program, encouraging the existing drive for innovation in the organization as well as formalizing our innovation practices and requirements through facilitated training and supporting a distributed network of innovation champions in each department.

Budget Building Blocks

Innovation at the City is both big and small. These ideas, no matter the scale, require that we work together. Each of our employees has a role in identifying and implementing improvements and their efforts are helping us to drive positive change for our residents and accomplish Council's long-term strategic goals.

Improvement & Innovation means encouraging and following through on the ideas of our workforce so as to improve the services we deliver to residents. Staff are committed to serving citizens and have bold ideas and innovative ways to serve them better, like switching to a paperless system for our Assessment Review Board to make the process simpler and more efficient, optimizing our bus routes resulting in significant capital savings, and using sophisticated social marketing around waste diversion to help achieve our sustainability goals.

Budget Best Practices:

Budget Best Practices means creating a consistent framework across the City in how we develop our budgets, and then engage citizens. It means creating business plans for each of the City's branches, and then performing what we say we will in those plans and measuring and being accountable for those results.

This means, as a citizen, if in the business plan or budget your City says it's spending money on snow clearing, its spending that amount of money on snow clearing--not on something else. And if we spend more or less than that amount of money... we explain why.

Budget Building Blocks

Positive Change Stories

City Tribunals Make Paper Go Poof!

Property owners have the right to file a complaint on their property assessment, and lots of people and businesses do. As a result, the assessment review board and their public appointees conduct more than 900 complaint hearings between April and December each year.

With each complaint generating an average of 600 or more sheets of paper, the amount of paper those hearings generated is truly staggering, 540,000 sheets a year. Stacked, they'd reach the top of a 16-storey building!

To deal with this volume of paper, the Assessment and Taxation Branch, IT and Facility and Landscape Infrastructure met early in late 2014 to discuss how to efficiently convert the appeals process to a digital-only one.

The system allows parties to a complaint to submit their arguments and supporting material online or if paper copies are provided, they are scanned into the system. The system accepts many formats such as PDF, Word, Excel, PowerPoint, etc.

Each side is given full access to the other's submissions. The sides can submit rebuttals, and counter-rebuttals if they wish.

At the actual hearing, assessment review board members and representatives of both sides each use one of 30 computer thinkpads to display pages they are referring to in their arguments or questions. Assessment review board members can make notes on their screens with fingertips or styluses. The hearing clerk displays which page is being discussed on a large monitor in the room.

The response has been overwhelmingly positive from both individual homeowners and agents representing very large corporations.

New ETS scheduling software module saves $27 million in capital costs

ETS is about to integrate a $335,000 module into its highly complex bus scheduling computer application, and that module will instantly do away with the need for 49 buses worth about $27 million.

These buses will not be sold but be used to improve peak service to suburban growth areas, and to alleviate critical overload situations on specific routes.

Waste Management goes door-to-door for reduced waste stream

Who says you can't have a whole lot of fun while working to achieve the City of Edmonton's goal of recycling, reusing or composting 90% of our waste stream.

The Waste Management Branch has conducted a very sophisticated door-to-door 'social marketing' campaign to convince citizens to mow their lawns in a more environmentally responsible way.

Over the past two years, they've used formal and informal research techniques to develop a fair degree of insight into the barriers that prevent people from 'going bagless'.

Staff each have tablets on which they log information about each citizen interview. Every evening staff are able to add 500 data points to our database, making almost-real-time improvements in how the staff respond to people's perceptions at the door.

Reaching approximately 30,000 residents per summer, about 80% of the people contacted are favourable to going bagless once they know it doesn't produce thatch, and in fact feeds their lawn.

Budget Building Blocks

Positive Change Recommendations

Recoverable Recommendations for Council

The following list provides detail on the recoverable savings available for Council to decide how to use the funds during 2016-2018 budget deliberations. In 2016 these recoverable savings amount to $10.1 million with a further $10.0 million reduction in 2017 and $10.0 million in 2018. Administration has already identified $1.7 million of the 2017 savings and $1.4 million of the 2018 savings and will be working over the next year to identify the remaining balances.

#	Sponsoring Branch	Continuous Improvement Initiative	Recoverable Recommendation Description	Impact on 2016
1	Community and Recreation Facilities	Innovative Revenue	Expand partnership programs in recreation facilities by accommodating additional groups and increasing accessibility. Offer new sponsorship opportunities through the development of private partnerships.	1,000,000
2	Community and Recreation Facilities	Multiyear LAP Passes	Increase the Leisure Access Pass renewal period from one year to two years. This will reduce employee time and costs needed to administer the program.	112,500
3	Community and Recreation Facilities	Alignment of Indoor Playground Drop-in Pricing	Introduce a drop-in admission fee for indoor playgrounds at Terwillegar, Clareview and The Meadows recreation centres to align with the current fee structure at John Janzen Nature Centre. Indoor playground admission is free for people who have memberships at those facilities.	65,000
4	Community and Recreation Facilities	Pay and Play Rotating Experiences	Partner with a vendor to revenue share five mobile pay and play experiences that focus on skill development. The installations will be showcased in underused spaces at the major facilities and can be shared between facilities for ongoing new experiences.	50,000
5	Community Standards	Commercial Vehicle Enforcement Unit	Promote compliance with commercial vehicle rules. This will increase road lifespan; increase public safety through truck inspections; and reduce nuisances associated with commercial traffic, including shortcutting and excessive noise in residential neighbourhoods.	150,000
6	Community Standards	Computer Equipment Rationalization	Switch vehicle-mounted systems to a lower-cost option while improving portability and usability. This switch will occur as existing equipment is refreshed, resulting in a 3-year rollout period.	17,000
7	Community Standards	Graffiti Program Review	Adjust the service levels of the Capital City Clean Up Graffiti Management Program while maintaining overall program standards and closely monitoring any increase in graffiti.	100,000
8	Community Standards	Mosquito Control Contract Reduction	Reduce the mosquito control helicopter contract hours to align with historical weather and usage trends.	80,000

Budget Building Blocks

Positive Change Recommendations

Recoverable Recommendations for Council, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Recoverable Recommendation Description	Impact on 2016
9	Community Standards	Business Licensing Initiative	Identify and collect business licence revenues from unlicensed businesses currently operating in Edmonton through the use of a specialized business licensing enforcement unit.	200,000
10	Community Standards	Enforcement Cost Recovery	Recover costs associated with remedial work and organizing the work completion, as per provincial enforcement legislation. Improvements in cost identification and accounting has recognized additional recoverable revenue.	75,000
11	Community Strategies and Development	Advertising Efficiencies	Stop advertising in the Yellow, White and Blue pages as this is not an efficient and impactful way to communicate with Edmontonians.	45,900
12	Community Strategies and Development	Department Consulting Synergies	Reduce management consulting services from the Communities Investment section due to inter departmental synergies with specialized strategic teams.	50,000
13	Community Strategies and Development	Printer Behavioural Changes	Promote the use of black and white printing over colour through an operational and behavioural change program. This will reduce printing costs.	10,000
14	Facility and Landscape Infrastructure	Building Re-commissioning	Identify high utility use buildings and recommission the mechanical and electrical components within these facilities. This will reduce energy consumption, improve operating efficiencies and decrease maintenance costs.	80,000
15	Facility and Landscape Infrastructure	Building Maintenance Efficiencies	Reduce scheduled preventative maintenance work and repairs while balancing the need to manage timely end-of-life replacement of building system components.	245,000
16	Facility and Landscape Infrastructure	Natural Gas Contract Reduction	Negotiate a new natural gas contract in 2016. Savings will be due to a lower cost per gigajoule.	400,000
17	Fire Rescue Services	Fire Safety Fee	Implement a fee to offset costs associated with new Fire Code requirements to review and accept fire safety plans for construction and demolition sites.	100,000
18	Fire Rescue Services	Vacancy Management	Improve efficiency in recruitment and training with a revised Firefighter Personnel Vacancies Management Model. New recruit classes will begin when the number of vacancies meets the minimum class size. This "just-in-time" model will reduce costs in implementing the recruitment program.	718,000

Budget Building Blocks

Positive Change Recommendations

Recoverable Recommendations for Council, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Recoverable Recommendation Description	Impact on 2016
19	Neighbourhoods	Parks Servicing and Maintenance	Implement alternative approaches to day-to-day caretaking/servicing duties, improve internal coordination between functional teams and other departments (e.g., spring cleaning coordination with Transportation), and review and adjust resource and service work plans at various sites to reflect operational effectiveness.	110,000
20	Neighbourhoods	Efficiencies in Printed Materials	Advancements in digital/mobile technology have allowed the elimination of some printed materials and the adoption of more environmentally friendly practices..	40,000
21	Neighbourhoods	Maintenance Operating Adjustment	Realize program operating efficiencies and lower costs by forming more effective partnerships.	80,000
22	Human Resources	Online T4s	Provide online T4s, which will save costs on paper, envelopes, printing and employee time.	10,000
23	Fleet Services	Bus Mid-life Refurbishment Strategy	Implement the Bus Mid-life Refurbishment Strategy, which extends the life of buses from 12 to 20 years through engine and body replacements.	540,000
24	Fleet Services	Systematic Review of Muni Fleet to Optimize Lifecycle Management and Investments	Enhance lifecycle management of the snow removal and street sweeper fleets to ensure minimized total cost of ownership (capital and operating) through a combination of new materials, enhanced analysis and innovative processes to optimize lifecycles on specific equipment.	210,400
25	Corporate Procurement and Supply Services	Cost Savings from Office Products/Stationery Products	The City issued an RFP for our Corporate Office Products requirements in 2015. The successful proponent (Staples Canada) included pricing that provided very aggressive discounting compared with previous agreement, resulting in the opportunity to reduce Departmental stationery budgets without impact.	200,000
26	Information Technology	Wireless Data Contract	Implement a new cellular products and services contract.	118,000
27	Information Technology	Enterprise License Rationalization	Reduce the number of Oracle licenses, and purchase a corporate Tableau license.	67,000
28	Financial Services	Investment Management Recoveries	Increase the assets being managed internally. This, along with an overall increase in the total funds under management, is expected to increase the amount of revenues generated within the investment program. This savings is incremental to savings identified in 2015	360,000

Budget Building Blocks

Positive Change Recommendations

Recoverable Recommendations for Council, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Recoverable Recommendation Description	Impact on 2016
29	Financial Services	Finance Transformation	Realign Financial Services resources to enable an increased level of business analytics support to City departments and the Corporation, while improving the branch's accounting oversight and transactional consistency and efficiency. This will result in lower employee turnover rates; lower absenteeism; business process improvement; lower overtime costs; higher productivity; and a more efficient, collaborative work model.	25,000
30	City Manager	Meeting Efficiency	Use Google Hangouts and electronic meeting materials for more meetings. This will reduce costs for meeting hosting, parking and office supplies.	10,000
31	Communications	Consulting	Reduce the number of consultants used to complete projects.	68,000
32	Urban Planning and Environment Branch	In-House Graphic Design	Maintain the in-house creative services unit which allows the City to pursue more projects at a lower cost than outsourcing.	20,000
33	Intergovernmental and External Affairs	Events	Reduce spending on event attraction - bids, hosting and activation.	22,000
34	Real Estate, Housing and Economic Sustainability	Labour Budget Reconciliation	Apply a Labour Discount Rate Adjustment to the budget to account for the lag between positions becoming vacant and recruiting to fill the positions.	152,000
35	Real Estate, Housing and Economic Sustainability	Sales Commission Reconciliation	Reduce the budget set aside for property sales commissions to align with actual spending trends in past years.	152,000
36	Urban Planning and Environment Branch	Project Management Refinement	Implement a project management framework to improve cost projections and planning of expenditure timing on external resources, leading to a reduction in consulting costs.	60,000
37	Urban Planning and Environment Branch	Labour Budget Adjustment	Apply a UPE Labour Discount Rate Adjustment to the budget to account for the lag between positions becoming vacant to when they are filled.	200,000
38	Edmonton Transit	MinBus	Implement MinBus software to optimize the scheduling of buses, which will require 49 fewer buses to maintain current service levels. This will save on capital costs in future years as well as labour and maintenance costs needed to service fewer buses.	335,000
39	Edmonton Transit	Training Budget Efficiencies	The training budget was analyzed and efficiencies were found by using a different method to estimate the cost of providing the same amount of training for operators	736,000

Budget Building Blocks

Positive Change Recommendations

Recoverable Recommendations for Council, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Recoverable Recommendation Description	Impact on 2016
40	Edmonton Transit	Transit Administrative Efficiencies	Reduce Transit Administrative costs for materials, stationery, equipment and other services.	175,000
41	Transportation Operations	LED Streetlight Conversion	Replace a portion of neighbourhood high pressure sodium and metal halide luminaires with more environmentally friendly and cost-effective LED luminaires.	300,000
42	Transportation Operations	Pavement Design and Quality Assurance Testing	Provide pavement design and quality assurance testing related services to regional partners (eg. City of St. Albert and Sturgeon County).	250,000
43	Transportation Operations	Traffic Controller System conversion (Operating Impacts)	Convert to a new traffic controller system that changes connectivity from the central controller (copper based) to the traffic signals in the field (wireless). This will reduce annual telecommunication fees.	100,000
44	Transportation Operations	Direct Materials	Eliminate sand chips for snow pack (but keep for rain/ice conditions). About two-thirds of sanding conditions do not require sand chips.	440,000
45	Transportation Operations	Direct Materials	Reduce yard storage sand salt mix from 4% to 3%.	20,000
46	Transportation Operations	Contract	Send the sand/salt mixing contract to tender or buy a mixer from sand recycling for 60% of the value. Partial funding could come from the aggregate recycling reserve.	200,000
47	Transportation Operations	Contract	Reduced contracted services by discontinuing Centre of Excellence sub contracts and instead carry out direct tendering of two of five contracts.	50,000
48	Transportation Operations	Contract	Reduction to the overhead costs associated with the revised EPCOR Transportation Electrical Services Agreement.	1,000,000
49	Transportation Operations	Community Sandbox Program Cessation	Discontinue the Community Sandbox program, which only reaches half of Edmonton neighbourhoods. This allows Roadway Maintenance employees to focus on road and sidewalk sanding and plowing during snow events.	300,000
50	Transportation Operations	Adopt Provincial Overdimensional Permit System	Adopt the Provincial Overdimensional Permit System, which is estimated to capture an additional 25% of oversized or overweight truck loads using city roadways. The associated permit fees will be used to decrease tax levy needs.	250,000
Recoverable Recommendations for Council				**10,098,800**

Positive Change Recommendations

Reallocated Recommendations

The following list provides detail on the reallocated recommendations Administration will be able to achieve in time to impact the 2016 budget. These initiatives demonstrate Administrations ability to identify opportunities to operate more efficiently or effectively and thereby freeing up resources to be reallocated to other priorities. In 2016, Administration has been able to reallocate $19.8 million as a result of these efficiencies. This work will continue into the coming years and further reallocated amounts will be identified in the 2017 and 2018 budget updates to Council.

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommnedation Description	Impact on 2016
51	Community and Recreation Facilities	Efficiencies at Muttart Conservatory	Maintain efficiency gained at the Muttart Conservatory by using ebb and flow tables for watering and expanding the greenhouse growing space. This allows employees to shift their time to the expanding Civic Events Beautification Program.	90,000
52	Community and Recreation Facilities	Streamlined Recruitment and Retention	Adopt a centralized lifeguard recruitment, on-boarding and staff training centre model to ensure consistency across facilities. This will enable the facility foreman to focus on the pool deck without increasing staff.	90,000
53	Community and Recreation Facilities	Volunteer Programs	Leverage the work of volunteers to allow additional projects and services to be delivered to Edmontonians. This includes volunteer work being done at Fort Edmonton Park, Edmonton Valley Zoo, Muttart Conservatory and other recreation facilities.	1,757,500
54	Community Standards	Animal Medical Care Enhancement	Improve animal medical care, through the reallocation of budget, to allow for a higher level of treatment and care of strays (e.g., dental care, surgical care, spay and neuter and socialization). This increases animal adoptions and, therefore, reduces costs associated with staff, sheltering and euthanization.	55,000
55	Community Standards	Dedicated Parking Enforcement Dispatch	Reallocate funds to pilot a dedicated parking dispatch. This allows for the efficient and effective routing of roving parking patrol officers in response to citizen complaints and removes these lower priority calls from the Edmonton Police Service dispatch.	90,000
56	Community Standards	Enforcement Staff Deployment	Enable Municipal Enforcement Officers to form smaller, specialized work units that focus on root-cause problem analysis and allow employees to work closely with the community to encourage lasting behavioural change. This will manage response times, target chronic offenders and optimize compliance efforts for new enforcement initiatives.	140,000

Budget Building Blocks

Positive Change Recommendations

Reallocated Recommendations, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommnedation Description	Impact on 2016
57	Community Standards	Retail Commercial Property- Nuisance Reduction Initiative	Reallocate funds to reduce the number of chronically dilapidated retail commercial properties causing problems for nearby business and residential communities. Focused compliance and enforcement efforts will help reduce cleanup costs for the City.	100,000
58	Community Standards	Volunteer Programs	Leverage the work of volunteers to allow additional projects and services to be delivered to Edmontonians. This includes volunteer work that supports various Capital City Clean Up programs including Adopt-a-Block, 15-to-Clean, River Valley Cleanup and Graffiti Removal.	304,000
59	Community Strategies and Development	Centralized Departmental Work Intake	Centralize the work intake process for web services and contract work to make task allocation and coordination more efficient.	25,000
60	Community Strategies and Development	Truth and Reconciliation Committee Reallocation	Use unspent operational dollars saved from the responsible administration of the Wicihitowin Society to support the Truth and Reconciliation Commission's Calls to Action.	250,000
61	Community Strategies and Development	Poverty Reallocation	Reallocate employee time and program dollars to the EndPoverty Edmonton initiative. Work from this initiative will positively impact many related initiatives in Edmonton.	200,000
62	Community Strategies and Development	Millwoods Seniors Centre Reallocation	Reallocate funds to support the new Millwoods Seniors & Multicultural Centre, which offers a greater variety of services to a larger, more diverse group of people than the previous centre did.	150,000
63	Community Strategies and Development	Multicultural Relations Director Reallocation	Separate Multicultural Relations from the Aboriginal and Multicultural Relations section and hire a Director of Multicultural Relations using funds from a vacant position. This is a more efficient way to address increasing needs from multicultural groups.	150,000
64	Community Strategies and Development	Volunteer Programs	Leverage the work of volunteers to allow additional projects and services to be delivered to Edmontonians. This includes volunteer work being done with Communities of Interest, Salute to Excellence, NextGen and Youth Council.	477,000
65	Facility and Landscape Infrastructure	Energy Management	Work with the City's new electricity service provider to implement the contract's value-added services that support City energy conservation programs.	500,000

Budget Building Blocks

Positive Change Recommendations

Reallocated Recommendations, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommnedation Description	Impact on 2016
66	Fire Rescue Services	Practical Training Facility Conversion	Convert the Fire Rescue practical training tower from a wood burning facility to liquid petroleum. This increases opportunities for firefighters to train in live fire scenarios, reduces air and water contamination, improves the health and safety of firefighters while training, and reduces setup and cleanup time.	19,000
67	Fire Rescue Services	Repurposing of Air Monitoring Unit	Replace the Air Monitoring Unit truck with HazMat Area Ray Detectors, which are more accurate and safer, and repurpose the Air Monitoring Unit into a technical rescue backup unit. This saves costs on training and calibration maintenance.	60,000
68	Fire Rescue Services	Trial of Sprinter Unit	Use a smaller sized Sprinter Unit, rather than the larger Air Salvage Unit, for daily delivery of fire station supplies. This reduces fuel and preventative maintenance costs.	47,000
69	Fire Rescue Services	Equipment Inventory Control	Introduce an electronic reporting and tracking system to report lost and/or damaged equipment. Moving from a paper-based system saves time and money.	10,000
70	Fire Rescue Services	Uniform and Clothing Inventory Control	Distribute uniforms and clothing on a monthly basis rather than annual to increase efficiencies in inventory control. Have employees pick up their own orders instead of arranging for delivery to stations.	5,000
71	Neighbourhoods	Naturalization and Turf Inventory Reduction	Reduce the impacts of continued urban growth on the turf program by increasing naturalization, tree planting opportunities and community gardens, where appropriate.	200,000
72	Neighbourhoods	Alternative and Integrated City-wide Horticulture Approaches	Use more efficient practices for greening, horticulture and beautification. These practices may include replacing annual flowers with perennials, expanding the use of flower pots, increasing the use of indigenous flower plants, and strategic placement of flowers.	150,000
73	Neighbourhoods	Play Space Inspections and Minor Servicing	Change play space inspection cycles from 11-day cycles to 14-day cycles. This will reduce the total number of cycles without affecting play space maintenance standards, which will be above or in line with Canadian standards.	35,000
74	Neighbourhoods	Volunteer Programs	Leverage the work of volunteers to allow additional projects and services to be delivered to Edmontonians. This includes volunteer work being done with Leaders in Training, Root for Trees and Front Yards in Bloom.	769,500

Positive Change Recommendations

Reallocated Recommendations, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommnedation Description	Impact on 2016
75	Human Resources	Modernized Recruitment Process	Modernize the City's recruitment processes by automating and/or eliminating manual processes; eliminating paper forms and files; creating standardized templates for job postings, offer letters and interview guides; and implementing new services for security checks and candidate references. This will reduce the impact on hiring managers' time.	1,000,000
76	Office of the City Clerk	Online Civic Census	Conduct a paperless 2016 census using tablet devices for door-to-door census collection and by offering the online option introduced in 2014.	200,000
77	Office of the City Clerk	Tribunals Technology	Launch online training and citizen self-assessment appeal tools for Tribunals and optimize meeting room technology to provide interactive paperless agendas and materials.	40,000
78	Office of the City Clerk	Paperless Council Agenda	Reduce reliance on paper in governance processes by modernizing and optimizing technology and processes.	40,000
79	Office of the City Clerk	E-Recruitment for Boards and Committees	Transition from a paper-based system to an electronic application for board and committee recruitment. This will save costs on paper, binders, printing and employee time.	30,000
80	Information Technology	Desktop Collaboration	Implement Google Hangouts, Google Chromebooks and staff self-service information technology procurement, and continue to harvest savings resulting from Voice over IP (VoIP) services. Ensure WiFi networks support the continued use of Hangouts and other collaboration tools. This will save on travel time, device purchases and services and employee response time.	1,370,000
81	Corporate Strategic Planning	Business Process Champions (SAP Super User Program)	Implement a community of Business Process Champions (SAP super users) throughout the corporation. This will result in increased training and knowledge for SAP users, improved efficiency in SAP usage, reduced error rates and lower transaction costs.	90,000
82	Assessment and Taxation	Decrease Cost/Folio	Introduce process improvements within the Assessment and Taxation branch, including training, clear procedures, performance measures and technology. This will allow the branch to manage the annual growth in assessment parcels without the need to add new employee positions.	435,000

Budget Building Blocks

Positive Change Recommendations

Reallocated Recommendations, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommnedation Description	Impact on 2016
83	Financial Services	Finance Transformation	Realign Financial Services resources to enable an increased level of business analytics support to City departments and the Corporation, while improving the branch's accounting oversight and transactional consistency and efficiency. This will result in lower employee turnover rates; lower absenteeism; business process improvement; lower overtime costs; higher productivity; and a more efficient, collaborative work model.	10,000
84	Utilities - Drainage Services	SAP Mobility Solution	Implement electronic work orders in conjunction with SAP timesheet reporting and management. This reduces driving time and decreases data entry, allowing administrative employees to focus on other areas.	650,000
85	Utilities - Drainage Services	In-house Tunnel Boring Machine(TBM) Refurbishment	Refurbish specialized tunnel boring machines at the City's new Edmiston facility rather than returning it to the manufacturer. This saves both time and money.	570,000
86	Utilities - Drainage Services	Managing Engineering Drawings Review	Implement a review system that will allow Drainage Services to switch from paper-based engineering drawing reviews to a digital process. This initiative will improve workflow processes, decrease duplication of work, and enhance document management.	320,000
87	Utilities - Waste Management Services	Vehicle Life Cycle Management	Assume end of life-cycle asset management responsibilities to maximize input costs. Waste Management Utility will assess vehicles throughout their life cycle for refurbishment, seeking to extend asset life and lower total capital costs.	225,000
88	Utilities - Waste Management Services	In-House Equipment Mechanics	Train Waste Management Utility mechanics to service specialized equipment used in the wood chipping and composting process. In-house resources can service equipment more quickly, reduce costs and improve productivity.	200,000
89	Utilities - Waste Management Services	Nutrigold In-house Management	Transition the Nutri-Gold program from contracting to in-house management.	60,000
90	Current Planning	Third Party Verification of Compliance (VOC)	Implement a program that will allow builders and contractors to provide verification that footing and foundation and plumbing stack work complies with safety code requirements. Each accepted compliance report reduces the need for City employees to conduct on-site inspections while having no tax levy impact.	70,000

Budget Building Blocks

Positive Change Recommendations

Reallocated Recommendations, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommnedation Description	Impact on 2016
91	Current Planning	Two Year's Taxi Driver's Licence	Increase the taxi and limousine drivers' licensing term from one year to two years. This will reduce employee time and costs needed to administer the program while having no tax levy impact.	43,000
92	Real Estate, Housing and Economic Sustainability	Discontinue Creation of Annual Business Plan Production	Stop production of an annual business plan because 3-year plans are now required. This will save costs on printing, writing, design, photography and employee time.	13,000
93	Urban Planning and Environment Branch	Shared Park Development Program - Circulation & Project Tracking	Automate the review and tracking process for the Shared Park Development Program. This will reduce employee time and costs needed to administer the program.	26,000
94	Urban Planning and Environment Branch	External Grant Management (Alberta Eco-Trust)	Transfer Community Sustainability Engagement grant management to the Alberta Eco-Trust. This will reduce employee time and costs needed to administer the program.	7,000
95	Edmonton Transit	MinBus	Implement MinBus software to optimize the scheduling of buses, which will require 49 fewer buses to maintain current service levels. This will save on capital costs in future years as well as labour and maintenance costs needed to service fewer buses.	307,000
96	Edmonton Transit	Smart Bus (Operating Impacts)	Implement Smart Bus technology, which will reduce fuel and bus maintenance costs. The improved rider experience should also increase fare revenue.	400,000
97	Edmonton Transit	2015/2016 Bus Service Reallocation	Savings from annual review of adjusting bus service from low perfroming routes to higher perfroming routes.	750,000
98	Transportation Operations	Parking Control Technology	Implement pay-by-plate technology which uses automated enforcement. It offers a variety of payment options and information on real time off-street parking availability, on-street stall utilization trends and directional parking guidance. Revenues will offset capital costs associated with the parking technology upgrade and contribute towards the arena funding model.	833,000
99	Transportation Operations	Uncollected Fine Revenue (OTS)	Hire a collection agency to collect out-of-province automated enforcement ticket fines which have not been paid. Revenues collected will be assigned to the Traffic Safety and Automated Enforcement Reserve.	1,500,000

Budget Building Blocks

Positive Change Recommendations

Reallocated Recommendations, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommnedation Description	Impact on 2016
100	Edmonton Police Service	Various	Streamline processes (e.g., dispatching tow trucks) that will free up dispatchers and officers to address other calls for service. Reinvest funds from revenue adjustments and lower priority programs into high priority positions and programs throughout the service.	4,000,000
101	Edmonton Public Library	Building Maintenance	Insource small on-demand building maintenance and repairs, which will create funding for two maintenance positions and save on future maintenance costs.	128,000
102	Edmonton Public Library	Lease Fit-up and Wayfinding	Reduce EPL signage and wayfinding expenditures as well as eliminate one-time fit-up expenditures for an epIGO store front location.	504,000
103	Edmonton Public Library	Expenditure Review	Reduce utilities, insurance, telephone, fleet and financial systems costs as a result of a review of planned future expenditures.	172,000
104	Edmonton Public Library	Lease Cost Savings	Save on leasing costs for new Mill Woods Library.	74,000
105	Edmonton Public Library	Library Staffing	Reallocate a library services position to EPL's City of Learners initiative.	70,000
106	Edmonton Public Library	Library Guide	Eliminate the paper library guide and promote the online e-version.	23,000
			Recommendations Reallocated	**19,834,000**
			Recoverable Recommendations for Council	**10,098,800**
			Total Recommendations	**29,932,800**

Budget in Brief

Approved 2016-2018 Budget—Summary

($000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers						
Taxation Revenue	1,109,102	1,228,737	1,335,088	1,426,528	1,501,041	1,601,738
User Fees, Fines, Permits, etc.	410,532	456,558	468,577	487,526	496,608	500,113
EPCOR Dividends	141,021	141,021	141,021	141,021	141,021	141,021
Franchise Fees	135,164	142,122	148,520	154,208	159,399	165,445
Grants	112,581	110,719	128,205	103,657	98,434	96,942
Investment Earnings & Dividends for Capital Financing	65,059	76,047	60,567	70,747	67,324	70,883
Other Revenues	35,405	38,668	58,115	52,573	68,543	64,494
Transfers from Reserves*	34,506	27,109	92,323	84,011	57,900	69,067
Total Revenue & Transfers	2,043,370	2,220,981	2,432,416	2,520,271	2,590,270	2,709,703
Net Expenditure & Transfers						
Personnel	1,133,592	1,192,921	1,365,829	1,429,948	1,494,566	1,545,856
Materials, Goods & Supplies	115,759	122,840	194,193	201,486	209,386	214,775
External Services	217,706	240,185	229,571	248,126	254,368	259,108
Fleet Services	150,300	149,923	147,067	149,930	154,635	156,244
Intra-municipal Services	69,274	79,511	73,055	82,830	84,833	84,125
Utilities & Other Charges	478,477	540,091	723,080	734,117	724,836	782,994
Transfer to Reserves	65,990	86,232	60,872	61,714	66,188	69,767
Intra-municipal Recoveries	(187,728)	(190,722)	(361,251)	(387,880)	(398,542)	(403,166)
Total Net Expenditure & Transfers	2,043,370	2,220,981	2,432,416	2,520,271	2,590,270	2,709,703
Total Net Requirement	-	-	-	-	-	-
FTEs						
Boards & Commissions						
Economic Development Corporation	262.0	295.0	299.0	314.0	326.0	326.0
Police Service	2,294.5	2,321.0	2,426.6	2,522.1	2,552.1	2,578.1
Public Library	455.1	480.2	510.5	516.6	517.4	520.7
Other Boards & Commissions	56.0	57.0	57.0	57.0	57.0	57.0
Civic Departments						
Community Services	3,244.4	3,417.3	3,619.3	3,743.5	3,818.8	3,896.6
Corporate Services	1,771.6	1,780.6	1,820.1	1,832.7	1,836.7	1,837.7
Financial Services & Utilities	465.5	457.5	457.5	457.5	457.5	457.5
Mayor & Councillor Offices	45.0	49.0	50.0	50.0	50.0	50.0
Office of the City Auditor	14.0	14.0	14.0	16.0	16.0	16.0
Office of the City Manager	86.4	97.8	100.1	101.1	101.1	101.1
Sustainable Development	562.5	582.5	640.0	668.0	684.5	697.5
Transportation Services	3,398.4	3,435.9	3,524.2	3,559.7	3,578.2	3,593.2
Total FTEs	12,655.4	12,987.8	13,518.3	13,838.2	13,995.3	14,131.4

* Transfers from Reserves includes 2015 One-time Items and Land Enterprise Dividend.

Budget in Brief

Approved Property Tax Increase

The following table provides a high level summary of the changes in revenue and expenditures and shows the related impact on the approved tax increase.

Assessment growth tax revenue reflects an increase to the taxable assessment base. As the City grows and more properties are developed, there is real growth in property assessment that helps to pay for costs associated with that growth.

2016 - 2018 Approved Budget Incremental Changes

	2016		2017		2018	
	(000s)	Tax Impact	(000s)	Tax Impact	(000s)	Tax Impact
Revenue Changes						
Rate Changes	11,623	0.8	5,313	0.4	3,728	0.2
Franchise Fees	5,668	0.4	5,191	0.3	6,046	0.4
Volume Changes	4,576	0.3	413	0.0	1,192	0.1
Other	3,622	0.3	(3,375)	(0.2)	(5,193)	(0.3)
Transfer from Reserve	2,376	0.2	(358)	(0.0)	(434)	(0.0)
	27,865	**2.0**	**7,184**	**0.5**	**5,339**	**0.4**
Expenditure Changes						
Personnel Costs	43,130	3.1	47,784	3.2	53,872	3.4
Inflation	14,684	1.1	23,791	1.6	(3,624)	(0.2)
Transfer to Reserve	11,869	0.9	287	0.0	706	0.0
Other	2,451	0.2	(5,468)	(0.3)	2,368	0.1
Capital Project Financing	(1,295)	(0.1)	(24,760)	(1.7)	(9,784)	(0.6)
2% and Innovation	(10,100)	(0.7)	(10,000)	(0.7)	(10,000)	(0.6)
	60,739	4.5	31,634	2.1	33,538	2.1
Total Base Budget Change	**32,874**	**2.5**	**24,450**	**1.6**	**28,199**	**1.7**
Impact of Previous Council Decisions:						
Impact of Capital (Net)	13,578	0.9	11,381	0.8	16,438	1.1
Debt Financing	10,535	0.8	18,770	1.3	16,740	1.1
Annualization (Net)	4,725	0.3	202	0.0	336	0.0
	28,838	**2.0**	**30,353**	**2.1**	**33,514**	**2.2**
Assessment Growth	38,702	2.8	24,720	1.7	25,798	1.6
Total to Maintain	**23,010**	**1.7**	**30,083**	**2.0**	**35,915**	**2.3**
Growth/New Service Packages	**12,823**	**0.9**	**8,212**	**0.6**	**4,795**	**0.3**
Neighbourhood Renewal Program	-	-	-	-	**21,890**	**1.4**
Valley Line LRT	**10,700**	**0.8**	**11,500**	**0.8**	**12,300**	**0.8**
Total Tax Supported Operations	**46,533**	**3.4**	**49,795**	**3.4**	**74,900**	**4.8**

2016 – 2018 Operating Budget

Budgeting for Results

The City aims to strike a balance of affordable taxes for property owners and reasonable user fees, while achieving program results and maintaining priority services for the general public. Edmontonians provide valuable input on operational priorities using a variety of channels, including comments through the city's online reporting tools, calls to 311, public consultation on specific programs, direct contact with the Mayor and Councillors throughout the year, and through the budget public hearing.

Budget Development

On June 23, Administration updated City Council on the forecast for the 2016-2018 Budget. The projected cost increases related to impacts of previous Council decisions including new infrastructure that will come into operation between 2016-2018 were identified. Other projected increases to maintain service levels were identified for personnel, fleet, and non-personnel inflation. Revenue increases were identified for increased assessment and both volume and rate increases for user fees. The proposed tax levy increase at that time was estimated to be approximately 6% for each of the three years. Administration also provided Council with an update to the Budget Principles and an amendment was approved that any future year annualization costs be recognized in the third year and any funds approved and not required until the following year, will be available to fund one-time initiatives.

Since then, Administration has continued to refine the forecast into a full multi-year budget. In the development of this budget, all department submissions were reviewed for appropriate justification of change. Inflationary increases were limited to those services with supported increased supplier costs. Administration also evaluated opportunities for additional revenue and productivity enhancements, and where appropriate adjustments related to these have been included in the 2016-2018 proposed budget. As a result of these efforts, the proposed budget increase is approximately 1% lower in each of the three years than the spring forecast.

Budget Highlights

The 2016-2018 budget is shaped by a period of slowing growth in Alberta but also a need to operationalize investments from previous periods of growth.

The 2016-2018 Budget includes inflationary rate increases for transit fares and admission to recreation facilities for all three years; however, overall revenue is budgeted to flatten for volume and rates over 2017-2018. Due to strong housing starts in the first half of 2015, real assessment growth revenues for 2016 are expected to remain positive. As the expected slowing of the economy and the resulting reduction in new construction begin to take effect in 2017-2018, the real assessment growth will also moderate, resulting in less new revenue available in the 2017-2018 budgets. These assessment growth estimates will need to be monitored as the years unfold, with any impacts to the budget identified. Depending on the magnitude, there may be a need for future budget adjustments.

Personnel costs account for approximately 57% of the operating expenditures of the City. Personnel cost increases included in the 2016-2018 budget are: for new personnel related to growth associated with operating new facilities and infrastructure; to cover existing and potential contract settlements; to advance staff hired at less than the job rate toward that rate; and for benefit cost increases. In addition to personnel costs, the approved budget covers operating costs such as: fuel to power vehicles and equipment; road materials to fix potholes; and electricity and natural gas to light and heat buildings. Total base budget expenditure changes net of base budget revenue changes are expected to be well within the range of the consumer price index and the municipal price index.

Budget in Brief

2016 – 2018 Operating Budget

Even in the environment of a slowing economy the City has to deal with the financial impacts of rapid expansion over the last several years. This is reflected in the increases to the budgets in all three years for the impact of capital. Through the 2015-2018 Capital budget the construction of fire halls and other City facilities was approved. In order to bring these facilities into service they need to be resourced through the operating budget. Some of the projects approved through the capital budget require debt financing which is reflected in the 2016-2018 operating budget and which is consistent with the City's debt management fiscal policy.

As part of the Operating Budget approval, City Council made the decision to suspend increases to the dedicated tax levy for the Neighbourhood Renewal Program for 2016 and 2017. A multi-year dedicated tax increase of 0.8% was approved for the Valley Line LRT to support the construction and future operation of the new Valley Line.

Administration has included a small number of service packages to reflect previous commitments. Departments have also reprioritized within their base budgets to fund initiatives that will continue to move forward with achieving Council's vision. Examples of this include:

- Advancing the recommendations of the ELEVATE report,
- Completing the Facility Renewal Strategy,
- Continuing to partner with groups to advance the existing Aboriginal initiative, and
- Funding the Downtown Edmonton Pedway Network Wayfinding Concept Plan.

The approved budget includes a 3.4% tax increase for 2017 & 2018 and 4.8% in 2019. The impact of these increases on a typical Edmonton homeowner with an assessed home value of $408,000 is an additional $77 per year in 2016, $79 in 2017 and $116 in 2018. Administration believes the approved 2016-2018 Budget provides a balance between managing expense increases required to continue to fund growth in the City and advancing Council's priorities for Edmontonians while keeping taxes affordable and user fees reasonable.

Typical Homeowner

Impact of the approved 2016-2018 municipal tax increases and utility rate increases on a Typical Homeowner ($408,000 Assessed Value for each year)

	2015 Budget	2016 Budget	Annual Impact	2017 Budget	Annual Impact	2018 Budget	Annual Impact
Municipal Services	$ 2,081	$ 2,140	$ 59	$ 2,201	$ 61	$ 2,276	$ 75
Neighbourhood Renewal	181	181	-	181	-	203	22
Valley Line LRT	-	18	18	36	18	55	19
Total Property Tax Bill[1]	2,262	2,339	77	2,418	79	2,534	116
Stormwater Drainage [2]	117	123	6	129	6	135	6
Sanitary Drainage (Collection & Transmission) [3]	268	274	6	280	6	286	6
Waste Management [4]	488	516	28	542	26	572	30
Total Utility Bill	873	913	40	951	38	993	42
Total Municipal Services	$ 3,135	$ 3,252	$ 117	$ 3,369	$ 117	$ 3,527	$ 158

[1] The Municipal Services increase is based on a approved tax increase of 2.6% in 2016, 2017 and 2018. The Neighbourhood Renewal increase is based on a dedicated tax increase of 1.4% in 2018. The Valley Line LRT is based on a dedicated tax increase of 0.8% in each year from 2016 to 2018. Total Property Tax Bill is based on a home assessed at $408,000.

[2] For 2016 to 2018, the Approved Stormwater Drainage Utility Fee is based on an average residential lot size of 552 m^2.

[3] For 2016 to 2018, the Approved Sanitary Drainage (Collection & Transmission) Utility Fee is based upon an annual water consumption of 184.8 m^3.

[4] For 2016 to 2018, the Approved Waste Management Utility Fee is based on a single family residential charge of $43.00 per month in 2016, $45.16 per month in 2017, and $47.72 per month in 2018.

Impact of the approved 2016-2018 municipal tax increase per $100,000 of assessment value, residential

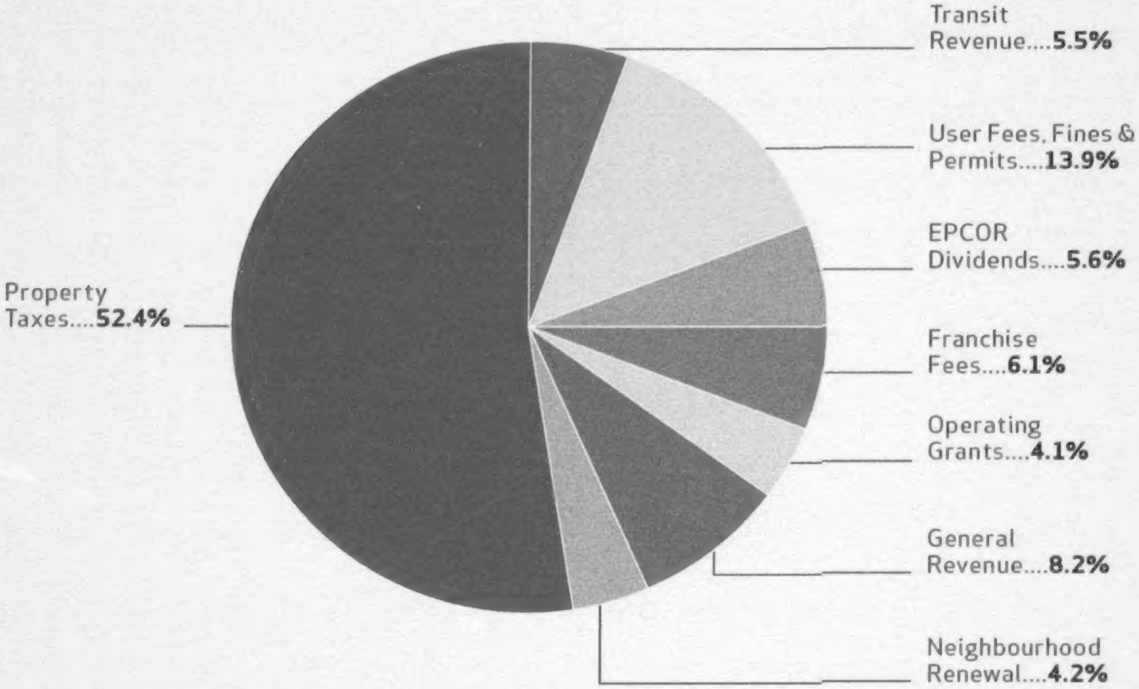
	2015 Budget	2016 Budget	Annual Impact	2017 Budget	Annual Impact	2018 Budget	Annual Impact
Municipal Services	$ 510	$ 525	$ 15	$ 540	$ 15	$ 558	$ 18
Neighbourhood Renewal	44	44	-	44	-	50	6
Valley Line LRT	-	4	4	9	5	13	4
Per $100k of assessment value, residential	$ 554	$ 573	$ 19	$ 593	$ 20	$ 621	$ 28

Budget in Brief

Where the Money Comes From

Taxes collected from residential and commercial properties make up 52.4% of the total revenue needed for the operating budget, which includes the amount for Valley Line LRT. In addition, there is 4.2% collected from properties for Neighbourhood Renewal. Through Council approval of the budget, the amount required from property taxes is determined. Each homeowner pays a share of the total tax required based on the value of his or her home, relative to all other homes; as does each business. At 13.9% of the total revenue, user fees form the next significant portion of revenue collected by the City. This revenue is generated primarily from permits, transit fares and fees collected for the use of recreation facilities. The percentages shown in the chart below reflect the 2016 approved budget and similar percentages would result from the 2017 and 2018 approved budgets.

WHERE THE MONEY COMES FROM[1]



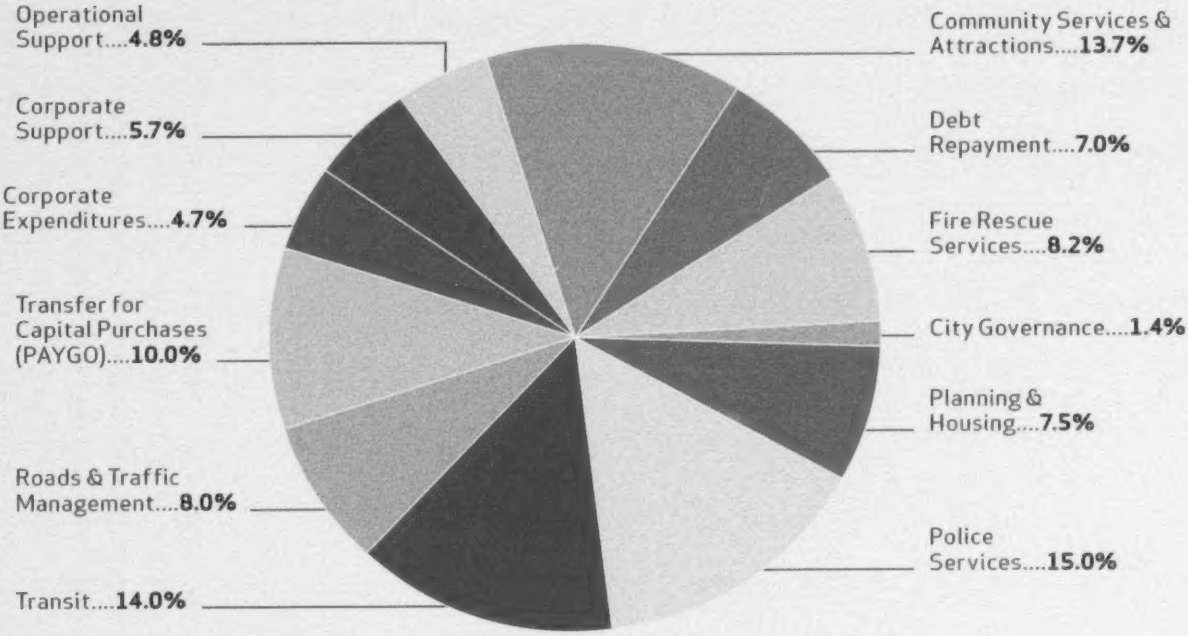
NOTE

1 Revenues and expenditures associated with operating City utilities are not included in the charts.

Where the Money is Spent

The total tax-supported expenditures for the major categories are shown in the chart below. The portion of the City's budget that is spent on providing police, transit, community services & attractions is 43%. The percentages shown in the chart below reflect the expenditure amounts from the approved 2016 budget.

WHERE THE MONEY IS SPENT[1]



NOTE

1 Revenues and expenditures associated with operating City utilities are not included in the charts.

Monthly Average Household Spending

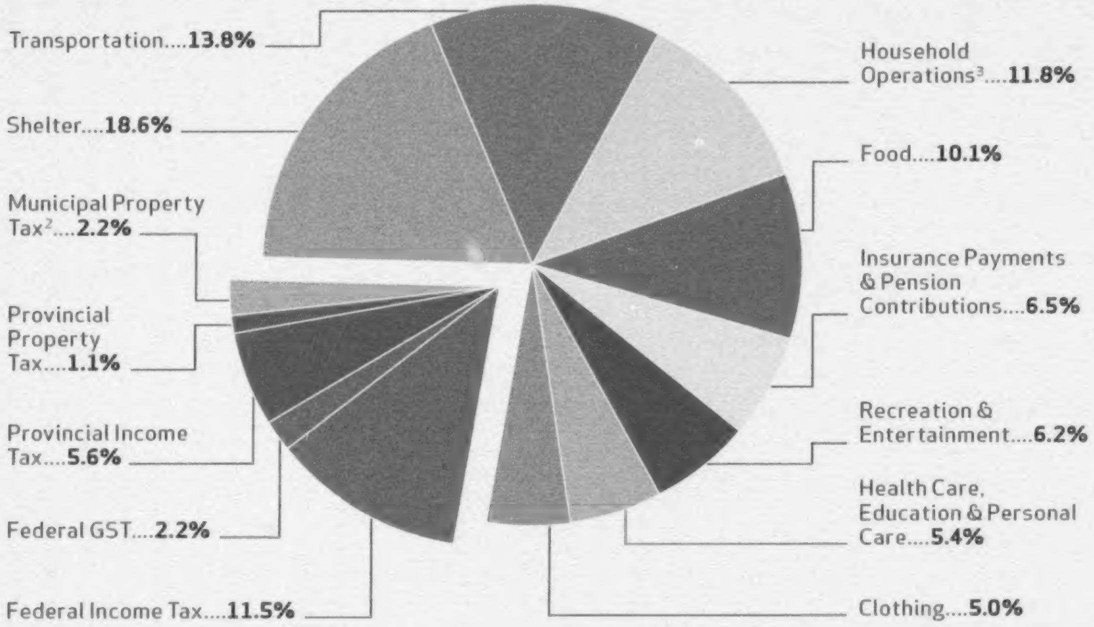
According to Statistics Canada's most recent Survey of Household Spending (2013), the average Edmonton household paid approximately $19,600 in taxes to all orders of government (income tax, education tax, sales tax and property tax). Of this amount, 90.2% accrued to the Federal and Provincial Governments (60.9% and 29.3%, respectively) while the City's total tax share equated to 9.8%.

Income taxes for Provincial and Federal Governments automatically increase with a rise in income; while property taxes paid to the City do not automatically increase with a rise in assessment. In addition, both the Provincial and Federal Governments levy a variety of consumption taxes that generate significant revenue.

Edmonton households receive exceptional value for their municipal property taxes. This payment delivers services and amenities such as police, transit, parks, sports fields, community recreation centres, libraries, fire protection, roads, and much more.

Monthly household expenses include all of the basic expenses to live and enjoy life in the City of Edmonton. For an average Edmonton household in 2013, monthly spending was approximately $7,200, and included items such as shelter, food, transportation, insurance, health care, and entertainment. Municipal tax accounted for only 2.2% of a typical household's monthly expense.

MONTHLY AVERAGE HOUSEHOLD SPENDING[1]



NOTES

1 *Statistics Canada Survey of Household Spending, 2013*

2 *2013 Municipal Property Taxes are based on a typical Edmonton house at that time, assessed at $364,000 in 2013*

3 *Household Operations include household furnishings & equipment, cell phone, telephone, internet, pet expenses, paper & pastic supplies, household & garden supplies, gifts of money & charitable contributions*

Budget in Brief

Budget Principles

In developing the approved 2016-2018 budget, Administration did adhere to the following budget principles:

a) The Operating Budget presented to Council in November will be based on the strategy set by Council in June and will outline any impacts on services needed in order to meet that strategic direction.

b) On-going revenue may fund on-going or one-time expenditures whereas one-time revenue may only fund onetime expenditures.

c) Capital budgets submitted for approval will include details of the future financial requirements based on the full life cycle costs including operations.

d) All mid-year operating and capital budget, requests including requests for personnel, require a source of funding and should be considered in light of other corporate priorities.

e) All service packages, including those of Boards and Commissions, must include the budget requirement of revenue and expenditures for only the amount required for each year except in year 3, where the full year requirement identified, and any funds approved and not required until the following year, will be available to fund one-time initiatives.

f) Budgets will include program outcomes, results, service levels and business drivers to support Council decision making, which will move the City towards results based budget.

Impacts of a Growing City

2015-2018 Capital Budget

Municipal infrastructure is the backbone of our everyday life. It is how we get from home to the workplace, where we go for recreation, how we dispose of waste, how we care for our books and heritage treasures, how we position police and fire rescue around the city to protect us day and night. Public infrastructure is essential to all residents and businesses in the city of Edmonton and critical to the competitiveness of our economy, the quality of life citizens enjoy, and the delivery of public services.

Infrastructure is expensive to build or buy, renew or replace; therefore, getting the most value out of every dollar spent on infrastructure is vital. The City invests in new infrastructure to meet the needs of a growing population and economy, and repairs existing infrastructure to maintain the standards Edmontonians expect.

The ability to build and maintain infrastructure assets ensures Edmonton can provide services and remain an attractive and cost-effective place to live and do business. As the City implements the 2015-2018 capital budget, it does so on the heels of record levels of spending witnessed over the previous two capital cycles. This has placed Edmonton on a solid foundation in terms of addressing key growth and renewal priorities.

Between 2004 and 2014, the City has invested $9.3 billion in infrastructure. This unprecedented level of spending touches every corner of the city – from bridge construction to public transit, neighbourhood revitalization to libraries, fire and police protection to parks and recreation and waste management – and benefits all Edmontonians.

The foundation of the 2015-2018 Capital Budget was the 2015-2024 Capital Investment Agenda (CIA). The CIA provides a high level overview of the City's capital investment requirements over the next ten years and supports the strategic direction of Council in the Way Ahead.

The 2015-2018 Capital Budget was approved in December 11, 2014 with $4.49 billion in capital spending in the next four years, of which $1.60 billion had been approved through previous Council decisions. The approved budget includes a further $1.76 billion that will be spent to continue work beyond 2018.

Original Approved Capital Budget—December 11, 2014

($000)	2015-2018 Total	2019 & Beyond Recommended Funding	Overall Total
Renewal	$1,882,857	$498,393	$2,381,250
Growth	$2,605,626	$1,263,529	$3,869,155
TOTAL	$4,488,483	$1,761,922	$6,250,405

Impacts of a Growing City

The 2015-2018 Capital Budget strikes a balance between investments in a growing city and the requirement to keep existing City assets in good repair. 58% of the capital budget is in support of new projects such as light rail transit, libraries, fire stations, as well as further investment to support a vibrant downtown. The remaining 42% provides for the refurbishment of roads, neighbourhoods, parks, city buildings, and transit vehicles. Through the investments outlined in the 2015-2018 Capital Budget, Edmontonians will benefit from both new and well maintained infrastructure to enhance their quality of life.

The City is investing in great neighbourhoods – the building blocks of a great city. Transportation's Neighbourhood Renewal Program (NRP) outlines an effective, long term strategic approach to address Edmonton's neighbourhood infrastructure needs through the renewal and rebuilding of roads, sidewalks and streetlights in existing neighbourhoods. The program balances the rebuild need in some neighbourhoods with a preventative maintenance approach in others.

To advance growth projects in the City, the 2015-2018 budget includes $981.1 million in tax-supported debt projects. These projects include the Valley Line ($458.3 million in 2015-2018 and an additional $299.7 million beyond 2018), the Westwood Transit Garage ($186.5 million), Blatchford Redevelopment ($67.9 million), the North West Campus ($62.5 million) (includes Detainee Management Centre and an Investigation and Management Centre), the Great Neighbourhoods Program ($60.0 million), a co-located Dispatch and Emergency Operations Centre at the North West Campus ($54.4 million for 2015-2018 and an additional $8.4 million in 2019), Milner Library Renewal and Upgrades ($51.5 million), Walterdale Bridge ($19.5 million), Whitemud Drive Widening 66 to 34 Street ($14.6 million) and Coronation Community Recreation Centre ($5.9 million in 2015-2018 and an additional $85.4 million beyond 2018).

$478.9 million of self-supported tax-guaranteed debt growth projects were approved in the 2015-2018 Capital budget. The projects financed by self-supported tax-guaranteed debt include The Quarters District Phase I and Phase II projects ($47.1 million) and Transit Oriented Development Stadium Station ($5.0 million) and Downtown Area, the Arena ($365.1 million) as well as the Capital City Downtown Plan projects ($61.7 million for 2015-2018 and an additional $16.5 million for 2019 & beyond), which include Green and Walkable Downtown, Jasper Avenue New Vision, the Warehouse Campus Neighbourhood Park, and 105 Street and 102 Avenue.

Impacts of a Growing City

Supplementary capital budget adjustments are brought forward in the spring and fall as part of a formal process of the four year budget cycle or may occur on an ad-hoc basis if required as one-off Capital Budget adjustments. These adjustments are done for approved capital profiles that are affected by cost escalations/reductions, budget transfers, scope changes or other adjustments and may also include the introduction of new profiles into the 2015-2018 Capital Plan.

The original 2015-2018 Capital budget has been adjusted for carry-forwards of $639 million from the previous budget cycle and net additions of $112 million through the 2015 SCBA process or as one-off Capital Budget adjustments. Below is a table of the 2015-2018 Capital budget as adjusted at December 31, 2015.

Approved Adjusted Capital Budget—December 31, 2015
(in millions)

2015 Approved	2016 Approved	2017 Approved	2018 Approved	2015-2018 Approved	2019 and Beyond Approved	Overall Total
$1,703	$1,289	$1,171	$1,076	$5,239	$1,762	$7,001

As part of the 2016—2018 Operating Budget approval, City council made the decision to suspend increases to the dedicated tax levy for the Neighbourhood Renewal Program for 2016 and 2017. Administration will work to find alternative funding sources for this program and present this to City Council in 2016.

Impacts of Capital

The budgeting for operations and capital is separate because they are delivered in different ways – daily operations, compared to long-term projects – and because there are revenue sources available for capital programs that do not apply to operating programs.

The investment in new infrastructure requires corresponding funding for the associated operating costs, which can be as substantive over the useful life of the asset as the initial capital cost. Whether it is increased maintenance and rehabilitation costs for new roads or paying staff at new recreation centres, these costs are on-going and flow directly from the decisions to expand City infrastructure.

In 2016-2018 operating budget, the City is projecting a net requirement for additional annualized operating costs of $93 million for the infrastructure projects that will be completed and be put into service in 2016-2018. This includes operating costs associated with operating and maintaining parks infrastructure, roadways, Fire Stations as well as debt servicing costs.

Operating Impacts of Capital and Contributed Assets

The 2016-2018 Approved Operating Budget includes funding of $13.6 million in 2016, $11.4 million in 2017 and $16.4 million in 2018 in order to deal with the operating impacts from capital projects and contributed assets.

The table below provides a summary of all service packages related to operating impacts of capital and contributed assets. Based on previous decisions made by Council, new and renovated facilities and services will begin operations in 2016-2018. Staff will be required to operate and maintain the infrastructure as well as to provide programs to the public. The City will also be taking on responsibility for new infrastructure as a result of assets contributed by developers and growth of the City. The details of the operating impacts of capital and contributed assets service packages are included in the branch sections and can be located using the page references provided in this table.

#	Operating Impacts of Capital	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
	Edmonton Police Service					
1	**Northwest Division**					
	This package calls for a steady buildup of employees who will operate NW Division now, and transition to the new station in 2018. 13 employees (mostly sworn) will be required in 2016 to augment employees currently assigned to NW; ten more will be required in 2017, and the final 4 will be required in 2018. Also included are two additional police dispatchers to work in the Police Communication Branch (commonly known as 9-1-1) to manage the dispatch (radio) channel for the new Division. Each division has a dispatcher assigned on a 24 x 7 basis. The early opening of NW Division resulted in these positions being required sooner than first planned.	Annualization	-	-	-	539
		New Budget	2,488	1,597	1,378	
		Total	**2,488**	**1,597**	**1,378**	
		Total FTEs	**15.0**	**10.0**	**4.0**	
2	**Digital Asset Management Project**					
	The Digital Asset Management Project (DAMS) will significantly increase EPS capacity for storing digital records of all kind, including police records, body worn video, surveillance video, and photographs. Over the next three years, five employees will be required to transition materials and records to DAMS and keep it operational on a 24 hour/day basis. Other positions focus on various aspects of security for the EPS. Two security management civilians will oversee the safety and security of EPS employees, facilities and information. To keep up with the growth in EPS facilities, and to maintain several rapidly ageing buildings, two building and facility project officers are required.	Annualization	-	-	-	540
		New Budget	-	687	1,521	
		Total	-	**687**	**1,521**	
		Total FTEs	**-**	**5.0**	**5.0**	
	Community & Recreation Facilities					
3	**Operating Impacts of Capital**					
	This package identifies the on-going funding required to operate and maintain the 2016 to 2018 Council approved capital profiles. This funding allows for the operation and maintenance of significant river valley and River Valley Alliance capital projects, impacts for Community Strategies, Community Standards, and the new Borden Outdoor Pool.	Annualization	-	-	-	138
		New Budget	726	1,890	(68)	
		Total	**726**	**1,890**	**(68)**	
		Total FTEs	**6.4**	**15.5**	**11.6**	

Impacts of a Growing City

Operating Impacts of Capital and Contributed Assets

#	Operating Impacts of Capital	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
4	**Downtown Arena - Community Services**					
	This service package allows for operation, maintenance, programming and social supports needed from Community Services for this capital development.	Annualization	-	202	-	139
		New Budget	343	518	13	
		Total	**343**	**720**	**13**	
		Total FTEs	**0.6**	**1.9**		
	Facility and Landscape Infrastructure					
5	**Operating Impacts of Capital**					
	This service package provides for funding for maintenance and custodial services at new City of Edmonton facilities that will open in 2016-2018 including those for Waste Management Services, Edmonton Transit and the Community Services Department. Facility and Landscape Infrastructure also provides maintenance and custodial services to the Edmonton Police Service and the Edmonton Public Library.	Annualization	-	328	272	173
		New Budget	3,953	567	1,979	
		Total	**3,953**	**895**	**2,251**	
		Total FTEs	**16.3**	**14.1**	**21.6**	
	Fire Rescue Services					
6	**Pilot Sound Fire Station**					
	A new fire station in the Pilot Sound community was approved by City Council. This service package identifies the ongoing funding required to operate and maintain the Pilot Sound fire station, which will improve Fire Rescue Services response to communities in the northeast of the city.	Annualization	-	1,959	-	186
		New Budget	1,452	443	59	
		Total	**1,452**	**2,402**	**59**	
		Total FTEs	**10.3**	**16.7**		
7	**Rossdale Fire Station**					
	City Council approved renovation and reactivation of the Rossdale fire station. This service package identifies the ongoing funding required to operate and maintain the re-activated Rossdale fire station, which will improve river rescue response and improve downtown rescue response.	Annualization	-	-	111	187
		New Budget	-	723	34	
		Total	**-**	**723**	**145**	
		Total FTEs		**4.3**	**0.7**	
8	**Windermere Fire Station**					
	A new fire station in the Windermere community was approved by City Council. This service package identifies the ongoing funding required to operate and maintain the Windermere fire station, which will improve Fire Rescue Services response in the southwest of the city. The service package also identifies operating cost impacts due to increased demand on existing services driven by internal growth.	Annualization	-	-	415	188
		New Budget	-	321	3,418	
		Total	**-**	**321**	**3,832**	
		Total FTEs	**-**	**2.3**	**26.1**	

Impacts of a Growing City

Operating Impacts of Capital and Contributed Assets

#	Operating Impacts of Capital	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
	Neighbourhoods					
9	**Operating Impacts of Capital**					
	This service package identifies the on-going funding required to operate and maintain the 2016 to 2018, Council approved, capital profiles with significant parks projects that require ongoing maintenance of these new assets. Funding will allow for the maintenance of parks assets, including mowing and trimming in parks and roadways, inventories, horticulture, sportsfields, play spaces.	Annualization	-	-	-	198
		New Budget	496	1,355	938	
		Total	**496**	**1,355**	**938**	
		Total FTEs	**5.1**	**9.9**	**9.5**	
	Corporate Procurement and Supply Services					
10	**Growth Positions for Capital Procurement**					
	To support growth in the number of technology-related projects and capital construction projects as outlined in the 2015-18 Capital Budget plan, additional resources are required to maintain existing service levels.	Annualization	-	-	-	226
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
	Gross cost $300K charged to Capital Plan	**Total FTEs**	**3.0**			
	Fleet Services					
11	**Logistics and Information Analysis**					
	Maintain and provide reporting from a number of information and reporting systems to allow for City Departments and clients to access timely data for the management of their fleets including fleet usage, efficiency and budget management.	Annualization	-	-	-	247
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**2.0**	**-**	**-**	
12	**Increased Maintenance Requirements**					
	Community Services is expected to add $10.1 M to their fleet in 2015 SCBA. Volumes of maintenance hours are increasing to service additional units for Community Services and higher usage for vehicles and equipment. Growth and demand for the fleet remains high, requiring additional resources to complete maintenance forecasted.	Annualization	-	-	-	246
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs		**2.0**	**2.0**	
	Human Resources					
13	**Corporate Succession & Talent Mgmt**					
	The Succession Planning and Talent Management modules are part of HR's modernization and will support the advanced ability to understand, manage and report on talent at a corporate level. This request is for the operating impacts of the capital which will include licensing fees, administrative support and maintenance / sustainment activities.	Annualization	-	-	-	260
		New Budget	-	259	-	
		Total	**-**	**259**	**-**	
		Total FTEs	**-**	**1.0**	**-**	

Operating Impacts of Capital and Contributed Assets

#	Operating Impacts of Capital	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
14	**Corporate Performance Mgmt Modules**					
	The performance mgmt modules will be used by the City's supervisors to develop performance plans, monitor and conduct performance appraisals. This modernization of the City's performance mgmt process will support the optimization of individual & team performance.	Annualization	-	-	-	261
		New Budget	-	-	160	
		Total	**-**	**-**	**160**	
		Total FTEs				
	Information Technology					
15	**Operating Impacts of Capital**					
	IT applications require ongoing support, licensing and maintenance in order to fulfill the commitments of the 2015 - 2018 approved Capital Budget.	Annualization	-	-	-	272
		New Budget	-	263	96	
		Total	**-**	**263**	**96**	
		Total FTEs				
	Edmonton Transit					
16	**Smart Fare**					
	Funding in this service package will cover operating costs associated with the Smart Fare system, including transaction fees, equipment maintenance, back office and support elements, including a customer service centre.	Annualization	-	-	-	462
		New Budget	-	-	4,792	
		Total	**-**	**-**	**4,792**	
		Total FTEs				
17	**Smart Bus**					
	This service package includes funding for positions required to support the Smart Bus system and to analyze/leverage new information available and produce identified tangible benefits. The Positions required include Smart Bus Business Lead, Data Analyst (Methods Analyst), Data Management (Transportation Technician), Hardware Management (Transportation Technician), IT Support (Systems Analyst).	Annualization	-	-	-	461
		New Budget	1,193	(1,797)	(619)	
		Total	**1,193**	**(1,797)**	**(619)**	
		Total FTEs	**5.0**			
	Transportation Operations					
18	**Dynamic Message Sign Service Technician**					
	This service package outlines a request for one additional FTE DMS Service Technician to maintain and repair a growing inventory of Dynamic Messaging Systems and speed display signs used in daily traffic controls and capital construction programs. This new position will be funded from cost recovery of capital Projects, other City operational needs, and external third party rentals.	Annualization	-	-	-	498
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**1.0**	**-**	**-**	

Impacts of a Growing City

Operating Impacts of Capital and Contributed Assets

#	Operating Impacts of Capital	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
19	**LED Streetlight Conversion Project**					
	This service package outlines a request for one FTE is required to support the successful implementation and ongoing maintenance of streetlight infrastructure identified within the scope of the LED Streetlight Conversion capital project approved by Council in the Capital Priorities Plan for 2015-2018, and as indicated in the Accelerated LED Street Light Conversion Funding Options Report.	Annualization	-	-	-	494
		New Budget	154	-	-	
		Total	**154**	-	-	
		Total FTEs	**1.0**	-	-	
20	**Traffic Controller System Conversion**					
	Additional budget and staff are required for the successful implementation and ongoing maintenance of Traffic Controller System Conversion capital project approved by Council in the Capital Priorities Plan for 2015-2018. This capital project is to equip all traffic signal controllers to new Ethernet based and wireless technologies.	Annualization	-	-	-	497
		New Budget	438	(100)	(100)	
		Total	**438**	**(100)**	**(100)**	
		Total FTEs	**3.0**	-	-	
21	**Streetlighting Capital Priorities**					
	This service package is to maintain service levels to the public in response to the increasing capital investments approved in the 2015-2018 Capital Priorities Plan in order to successfully manage the entire process of design, construction and coordination of work, ongoing maintenance programs, and database management of various streetlight infrastructure affected by various capital projects.	Annualization	-	-	-	496
		New Budget	125	125	-	
		Total	**125**	**125**	-	
		Total FTEs	**1.0**	**1.0**		
22	**Parking Control Technology System Support**					
	This service package identifies funding required for on-going operational and maintenance support of a pay by plate parking system for on and off-street parking facilities. This parking system replaces 3,300 coin operated meters and cash booth technologies used in five City owned and leased parkade facilities. Current parking control equipment used by the City has reached end of life.	Annualization	-	-	-	495
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	**0.6**	-	-	
	Total Operating Impacts of Capital	Total	11,368	9,342	14,399	
		Total FTEs	70.4	83.6	80.6	

Operating Impacts of Capital and Contributed Assets

#	Operating Impacts of Contributed Assets	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
	Neighbourhoods					
23	**Operating Impacts of Contributed Assets**					
	This service package identifies the on-going funding required to operate, maintain and program the 2016-2018 assets transferred from developers, other civic departments and community projects to the City, with significant parks projects requiring ongoing maintenance of these new assets.	Annualization	-	-	-	199
		New Budget	861	609	629	
		Total	**861**	**609**	**629**	
		Total FTEs	**8.0**	**5.0**	**5.2**	
	Transportation Operations					
24	**Roadway Maintenance Snow & Ice Control Inventory Growth**					
	This service package identifies the funding required to maintain inventory increases in the roadway network for snow and ice control from developer contributions including maintenance of Shared Use paths estimated and the maintenance new protected bicycle facilities. Funding will provide current service levels for increased inventory and maintain adherence to Snow and Ice Control Policy.	Annualization	-	-	-	493
		New Budget	907	969	978	
		Total	**907**	**969**	**978**	
		Total FTEs	**3.0**	**3.5**	**3.0**	
25	**Roadway Maintenance Street Cleaning, Asphalt and Concrete Repair Inventory Growth**					
	This service package identifies the funding required to maintain service levels for inventory increases in the roadway network from developer contributed assets and increased streetscape maintenance with the completion of Capital Boulevard (108 Street) in 2016 and the Quarters in 2017 to maintain current service levels.	Annualization	-	-	-	492
		New Budget	442	461	432	
		Total	**442**	**461**	**432**	
		Total FTEs	**3.0**	**3.0**	**3.0**	
	Total Operating Impacts of Contributed Capital	Total	2,210	2,039	2,039	
		Total FTEs	14.0	11.5	11.2	
	Total Operating Impacts of Capital & Contributed Capital	Total	13,578	11,381	16,438	
		Total FTEs	84.4	95.1	91.8	

Impacts of a Growing City

Operating Impacts of Capital and Contributed Assets

#	Enterprise Service Package	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
26	**Downtown Arena**					
	This service package will be funded from Downtown CRL Revenues. The program coordinates with external partners including the Downtown Vibrancy Task Force, the Downtown Community League, MacEwan University as well as multiple city departments. Strategic communication and CRL reporting are also work program outcomes. The key component of this service package is Debt Servicing at $11.9 million in 2016, $15.4 million in 2017 and $17.7 million in 2018.	Annualization	-	-	-	434
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**-**	**-**	**-**	

Impacts of a Growing City

Operating Impacts of Capital

The following tables provide further detail by specific capital project of the operating impacts of capital projects and contributed assets included in the 2016-2018 Approved budget.

Capital Project Name: Clareview Community Rec Centre **Profile #** 09-21-5826 **Capital Investment:** $ 78,635

Branch: **Community & Recreation Facilities**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	150	-	150	2.0	5	-	5	-	6	-	6	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	190	-	190	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	340	-	340	2.0	5	-	5	-	6	-	6	-

Capital Project Name: Valley Zoo - Natures Wild Backyard **Profile #** 15-21-5357 **Capital Investment:** $ 25,375

Branches: Community & Recreation Facilities, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	344	600	(256)	6.6
Materials	-	-	-	-	-	-	-	-	50	-	50	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	51	-	51	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	349	-	349	2.0
Other - Fleet	-	-	-	-	-	-	-	-	75	-	75	-
Total Operating Impact	-	-	-	-	-	-	-	-	869	600	269	8.6

Capital Project Name: River Valley - Renewal **Profile #** 12-28-6050 **Capital Investment:** $ 9,748

Branch: **Community & Recreation Facilities**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	283	-	283	3.2	134	-	134	2.0
Materials	-	-	-	-	215	-	215	-	(179)	-	(179)	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other - Fleet	-	-	-	-	95	-	95	-	21	-	21	-
Total Operating Impact	-	-	-	-	592	-	592	3.2	(24)	-	(24)	2.0

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Edmonton Arena **Profile #** 11-17-0099 **Capital Investment:** $ 604,950

Branch: **Community & Recreation Facilities**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	89	205	(116)	0.6	224	201	23	1.9	12	8	3	-
Materials	56	-	56	-	49	-	49	-	2	-	2	-
Services	307	-	307	-	524	-	524	-	3	-	3	-
Utilities	86	-	86	-	125	-	125	-	4	-	4	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other - Fleet	10	-	10	-	-	-	-	-	-	-	-	-
Total Operating Impact	548	205	343	0.6	922	201	720	1.9	21	8	13	-

Capital Project Name: Calder Branch Relocation Design/Lan **Profile #** 08-20-0030 **Capital Investment:** $ 11,160

Branches: Edmonton Public Library, Facility & Landscape Infrastructure

Note: 100% recoverable

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel		-	-				-		-	-	-	-
Materials		-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities		-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance		-	-	-		-	-	0.9	-	-	-	0.1
Other (Specify)	-	-	-	-			-		-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	0.9	-	-	-	0.1

Capital Project Name: Multi-Purpose Recreation Centres **Profile #** 09-21-5826 **Capital Investment:** $ 299,858

Branches: Community & Recreation Facilities, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	246	-	246	3.0	5	-	5	-	5	-	5	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	246	-	246	3.0	5	-	5	-	5	-	5	-

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Capilano Branch Relocation **Profile #** 11-20-0038 **Capital Investment:** $ 11,807

Branches: Edmonton Public Library, Facility & Landscape Infrastructure

Note: 100% recoverable

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	0.5	-	-	-	0.5
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	0.5	-	-	-	0.5

Capital Project Name: RVA Connective Infrastructure **Profile #** 12-17-6100 **Capital Investment:** $ 114,264

Branches: Urban Planning & Environment , Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	153	-	153	1.0	(54)	-	(54)	-	4	-	4	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	153	-	153	1.0	(54)	-	(54)	-	4	-	4	-

Capital Project Name: Whitemud Equine Centre Redevelopment **Profile #** 12-21-5742 **Capital Investment:** $ 6,501

Branches: Community & Recreation Facilities, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	34	-	34	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	34	-	34	-	-	-	-	-

Operating Impacts of Capital

Capital Project Name: Westwood Transit Garage Replacement **Profile #** 12-66-1413 **Capital Investment:** $ 201,517

Branches: Edmonton Transit, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	1,542	-	1,542	4.0
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	-	1,542	-	1,542	4.0

Capital Project Name: Galleria Project-Pedway Connection **Profile #** 14-17-5037 **Capital Investment:** $ 22,400

Branches: Real Estate,Housing & Economic Sustainability, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	81	-	81	0.5	2	-	2	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	81	-	81	0.5	2	-	2	-

Capital Project Name: Project Management & Information System **Profile #** 14-75-0102 **Capital Investment:** $ 2,800

Branch: Facility and Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	450	-	450	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	450	-	450	-	-	-	-	-	-	-	-	-

Operating Impacts of Capital

Capital Project Name: Castle Downs Arena Renewal **Profile #** 15-21-1500 **Capital Investment:** $ 8,764

Branches: Community & Recreation Facilities, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	92	-	92	0.5	2	-	2	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	92	-	92	0.5	2	-	2	-

Capital Project Name: Blatchford Hangar Kitchen Renovation **Profile #** 15-21-5355 **Capital Investment:** $ 1,800

Branches: Community & Recreation Facilities, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	27	-	27	0.2	28	-	28	0.2	2	-	2	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	27	-	27	0.2	28	-	28	0.2	2	-	2	-

Capital Project Name: TELUS World of Science **Profile #** 15-21-6600 **Capital Investment:** $ 40,000

Branches: Community Stretegies & Development , Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-		641	-	641	3.0
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	-	641	-	641	3.0

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Ambleside SW District Office,Maintenance Yard & Fuel Site **Profile #** 15-28-4200 **Capital Investment:** $ 24,698

Branches: Neighbourhoods , Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	373	-	373	2.0	(130)	-	(130)	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	373	-	373	2.0	(130)	-	(130)	-

Capital Project Name: Upgraded Fuel Site-Kennedale **Profile #** 16-25-4003 **Capital Investment:** $ 4,330

Branches: Fleet Services, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	10	-	10	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	10	-	10	-	-	-	-	-	-	-	-	-

Capital Project Name: Safety & Security - Composite **Profile #** CM-21-5771 **Capital Investment:** $ 6,000

Branches: Community Strategies & Development , Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	110	-	110	0.5	(56)	-	(56)	-	2	-	2	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	110	-	110	0.5	(56)	-	(56)	-	2	-	2	-

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Building and Facility Rehabilitation **Profile #** CM-75-0100 **Capital Investment:** $ 153,146

Branches: Facility and Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	2,166	-	2,166	8.6	(287)	-	(287)	3.5	47	-	47	2.0
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	2,166	-	2,166	8.6	(287)	-	(287)	3.5	47	-	47	2.0

Capital Project Name: Pilot Sound Fire Station **12-70-0020** **Capital Investment:** $ 12,570

Branches: Fire Rescue Services, Facility & Landscape Services

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	1,326	-	1,326	10.3	2,203	-	2,203	16.7	19	-	19	-
Materials	70	-	70	-	133	-	133	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	1	-	1	-	1	-	1	-	-	-	-	-
Custodial & Maintenance	359	-	359	1.0	(55)	-	(55)	1.0	7	-	7	-
Travel & Training	15	-	15	-	25	-	25	-	-	-	-	-
Total Operating Impact	1,771	-	1,771	11.3	2,307	-	2,307	17.7	26	-	26	-

Capital Project Name: Rossdale Fire Station Profile # **15-70-0002** **Capital Investment:** $ 4,796

Branches: **Fire Rescue Services, Facility & Landscape Services**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	703	-	703	4.2	124	-	124	0.8
Materials	-	-	-	-	15	-	15	-	20	-	20	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	269	-	269	1.0	(121)	-	(121)	-	4	-	4	-
Travel & Training	-	-	-	-	5	-	5	-	1	-	1	-
Total Operating Impact	269	-	269	1.0	602	-	602	4.2	149	-	149	0.8

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Windermere Fire Station **Profile # 15-70-0004** **Capital Investment:** $ 14,690

Branches: **Fire Rescue Services, Facility & Landscape Services**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	304	-	304	2.3	3,617	-	3,617	26.0
Materials	-	-	-	-	12	-	12	-	181	-	181	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	1	-	1	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	199	-	199	1.0	30	-	30	1.0
Travel & Training	-	-	-	-	4	-	4	-	34	-	34	-
Total Operating Impact	-	-	-	-	520	-	520	3.3	3,862	-	3,862	27.0

Capital Project Name: Traffic Light Pre-emption **Profile # 15-70-0005** **Capital Investment:** $ 2,250

Branch: **Fire Rescue Services**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	40	-	40	-	40	-	40	-	40	-	40	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	40	-	40	-	40	-	40	-	40	-	40	-

Capital Project Name: River Valley Trail & Park Renewal **Profile #** CM-28-8530 **Capital Investment:** $ 16,617

Branches: Neighbourhoods, Community & Recreation Facilities

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	30	-	30	0.5	223	-	223	3.5	42	-	42	0.5
Materials & Equipment	-	-	-	-	10	-	10	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	15	-	15	-	175	-	175	-	(166)	-	(166)	-
Total Operating Impact	45	-	45	0.5	408	-	408	3.5	(124)	-	(124)	0.5

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Dermott District Park Renewal **Profile #** 15-28-1200 **Capital Investment:** $ 5,344

Branch: **Neighbourhoods**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	45	-	45	0.5
Materials & Equipment	-	-	-	-	-	-	-	-	5	-	5	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	8	-	8	-
Total Operating Impact	-	-	-	-	-	-	-	-	58	-	58	0.5

Capital Project Name: MacEwan West Campus Purchase **Profile #** 15-21-7777 **Capital Investment:** $ 16,000

Branches: Neighbourhoods, Community & Recreation Facilities, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	60	-	60	1.0	-	-	-	-
Materials & Equipment	-	-	-	-	50	-	50	-	-	-	-	-
Services	-	-	-	-	300	-	300	-	(100)	-	(100)	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	589	-	589	3.0	(264)	-	(264)	-
Fleet	50	-	50	-	50	-	50	-	-	-	-	-
Total Operating Impact	50	-	50	-	1,049	-	1,049	4.0	(364)	-	(364)	-

Capital Project Name: Louise McKinney Riverfront Park **Profile #** 03-28-4147 **Capital Investment:** $ 15,623

Branches: Neighbourhoods, Community & Recreation Facilities

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	63	-	63	1.0	2	-	2	-	112	-	112	2.0
Materials & Equipment	3	-	3	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	1	-	1	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	6	-	6	-	-	-	-	-	46	-	46	-
Total Operating Impact	73	-	73	1.0	2	-	2	-	158	-	158	2.0

Operating Impacts of Capital

Capital Project Name: Ivor Dent Sports Park **Profile #** 15-28-6100 **Capital Investment:** $ 4,700

Branch: **Neighbourhoods**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	42	-	42	0.5	-	-	-	-
Materials & Equipment	-	-	-	-	32	-	32	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	20	-	20	-	-	-	-	-
Total Operating Impact	-	-	-	-	94	-	94	0.5	-	-	-	-

Capital Project Name: Council Ammenity & Benchmark **Profile #** CM-28-8055 **Capital Investment:** $ 720

Branch: **Neighbourhoods**

Branch:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Equipment	5	-	5	-	5	-	5	-	5	-	5	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	5	-	5	-	5	-	5	-	5	-	5	-

Capital Project Name: Parks Conservation **Profile #** CM-28-8510 **Capital Investment:** $ 25,820

Branch: **Neighbourhoods**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	15	-	15	0.3	20	-	20	0.3	20	-	20	0.3
Materials & Equipment	35	-	35	-	15	-	15	-	15	-	15	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	5	-	5	-	20	-	20	-	20	-	20	-
Total Operating Impact	55	-	55	0.3	55	-	55	0.3	55	-	55	0.3

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Hawrelak Park 100th Anniversery **Profile #** 15-28-4152 **Capital Investment:** $ 3,100

Branch: **Neighbourhoods**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	5	-	5	0.1	5	-	5	0.1	-	-	-	-
Materials & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	10	-	10	-	10	-	10	-	-	-	-	-
Total Operating Impact	15	-	15	0.1	15	-	15	0.1	-	-	-	-

Capital Project Name: SW District Main Office & Yard **Profile #** 15-28-4200 **Capital Investment:** $ 24,698

Branch: **Neighbourhoods**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	200	-	200	2.5	-	-	-	-
Materials & Equipment	-	-	-	-	100	-	100	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	300	-	300	2.5	-	-	-	-

Capital Project Name: Neighourhood Park Development - Renewal **Profile #** CM-28-7055 **Capital Investment:** $ 19,000

Branches: Neighbourhoods, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	29	-	29	0.6	32	-	32	0.5	33	-	33	0.5
Materials & Equipment	36	-	36	-	40	-	40	-	39	-	39	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	53	-	53	0.5	62	-	62	0.5	4	-	4	-
Fleet	4	-	4	-	-	-	-	-	-	-	-	-
Total Operating Impact	122	-	122	1.1	134	-	134	1.0	76	-	76	0.5

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Neighourhood Park Development - New **Profile #** CM-28-7050 **Capital Investment:** $ 11,617

Branches: Neighbourhoods, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	46	-	46	1.0	46	-	46	1.0	62	-	62	1.0
Materials & Equipment	4	-	4	-	4	-	4	-	4	-	4	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	110	-	110	0.5	5	-	5	0.5	4	-	4	-
Fleet	40	-	40	-	40	-	40	-	24	-	24	-
Total Operating Impact	200	-	200	1.5	95	-	95	1.5	94	-	94	1.0

Capital Project Name: Playspace Conservation **Profile #** CM-28-8520 **Capital Investment:** $ 2,500

Branch: Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	10	-	10	0.2	10	-	10	0.2	10	-	10	0.2
Materials & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	3	-	3	-	3	-	3	-	3	-	3	-
Total Operating Impact	13	-	13	0.2	13	-	13	0.2	13	-	13	0.2

Capital Project Name: Sportsfield Renewal **Profile #** CM-28-8515 **Capital Investment:** $ 1,200

Branch: Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Equipment	6	-	6	-	6	-	6	-	8	-	8	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	6	-	6	-	6	-	6	-	8	-	8	-

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Paul Kane Park **Profile #** 15-28-1100 **Capital Investment:** $ 3,288

Branches: Neighbourhoods, Community & Recreation Facilities

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	202	-	202	3.4	31	129	(98)	0.5	7	3	4	-
Materials & Equipment	11	-	11	-	21	-	21	-	-	-	-	-
Services	22	-	22	-	-	-	-	-	-	-	-	-
Utilities	15	-	15	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	14	-	14	-	20	-	20	-	-	-	-	-
Total Operating Impact	264	-	264	3.4	72	129	(57)	0.5	7	3	4	-

Capital Project Name: Tree Planting & Naturalization **Profile #** CM-28-2001 **Capital Investment:** $ 2,685

Branch: **Neighbourhoods**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	45	-	45	0.5	45	-	45	0.5	45	-	45	0.5
Materials & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	5	-	5	-	5	-	5	-	5	-	5	-
Total Operating Impact	50	-	50	0.5	50	-	50	0.5	50	-	50	0.5

Capital Project Name: Queen Elizabeth Park Phase 2 **Profile #** 15-28-1700 **Capital Investment:** $ 5,248

Branches: Neighbourhoods, Community & Recreation Facilities

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	165	-	165	2.7	116	-	116	2.0
Materials & Equipment	-	-	-	-	14	-	14	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	1	-	1	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	27	-	27	-	53	-	53	-
Total Operating Impact	-	-	-	-	207	-	207	2.7	169	-	169	2.0

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Bordan Park Natural Swimming Pond **Profile #** 12-21-8683 **Capital Investment:** $ 14,497

Branches: Neighbourhoods, Community & Recreation Facilities

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	349	-	349	5.9	11	-	11	-
Materials & Equipment	-	-	-	-	125	-	125	-	5	-	5	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	59	-	59	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	96	-	96	-	-	-	-	-
Total Operating Impact	-	-	-	-	629	-	629	5.9	16	-	16	-

Capital Project Name: Great Neighbourhoods Initiative **Profile #** CM-21-5800 **Capital Investment:** $ 72,718

Branch: Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	122	-	122	2.0	-	-	-	-	-	-	-	-
Materials & Equipment	5	-	5	-	2	-	2	-	3	-	3	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	20	-	20	-	-	-	-	-	-	-	-	-
Total Operating Impact	147	-	147	2.0	2	-	2	-	3	-	3	-

Capital Project Name: Kihcly Askiy Sacred Earth **Profile #** 15-21-3400 **Capital Investment:** $ 2,000

Branches: Neighbourhoods, Community & Recreation Facilities

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	15	-	15	0.2	185	-	185	3.0
Materials & Equipment	-	-	-	-	5	-	5	-	6	-	6	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	61	-	61	-
Fleet	-	-	-	-	11	-	11	-	11	-	11	-
Total Operating Impact	-	-	-	-	31	-	31	0.2	262	-	262	3.0

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Buena Vista/Laurier Park Renewal **Profile #** 15-28-1900 **Capital Investment:** $ 4,725

Branches: Neighbourhoods, Community & Recreation Facilities

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	77	-	77	1.2	78	-	78	1.0
Materials & Equipment	-	-	-	-	3	-	3	-	10	-	10	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	5	-	5	-	10	-	10	-
Total Operating Impact	-	-	-	-	85	-	85	1.2	98	-	98	1.0

Capital Project Name: Rollie Miles Athletic Grounds Renewal **Profile #** 15-28-6000 **Capital Investment:** $ 5,344

Branch: Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	45	-	45	0.5
Materials & Equipment	-	-	-	-	-	-	-	-	10	-	10	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	25	-	25	-
Total Operating Impact	-	-	-	-	-	-	-	-	80	-	80	0.5

Capital Project Name: Jasper Place Bowl Grandstand **Profile #** 15-28-5823 **Capital Investment:** $ 5,046

Branch: Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	46	-	46	0.5
Materials & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	5	-	5	-
Total Operating Impact	-	-	-	-	-	-	-	-	51	-	51	0.5

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: The Quarters **Profile #** 15-74-4031 **Capital Investment:** $ 43,200

Branch: **Neighbourhoods**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	70	-	70	1.3	-	-	-	-
Materials & Equipment	-	-	-	-	55	-	55	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	25	-	25	-	-	-	-	-
Total Operating Impact	-	-	-	-	150	-	150	1.3	-	-	-	-

Capital Project Name: Alex Decoteau Park **Profile #** 15-74-4106 **Capital Investment:** $ 4,351

Branch: **Neighbourhoods**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	15	-	15	0.3	-	-	-	-
Materials & Equipment	-	-	-	-	10	-	10	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	5	-	5	-	-	-	-	-
Total Operating Impact	-	-	-	-	30	-	30	0.3	-	-	-	-

Capital Project Name: Roads, Facility & Landscape Infrastructure **Profile # various** **Capital Investment:**

Branch: Corporate Procurement & Supply Services

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	3.0	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	3.0	-	-	-	-	-	-	-	-

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Comm. Svc - 2015 Fall SCBA **Profile #** Various **Capital Investment:** $ 18,704

Branch: Fleet Services

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	2.0	-	-	-	2.0
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	2.0	-	-	-	2.0

Capital Project Name: IT Business Applications Growth **Profile #** CM-18-1509 **Capital Investment:** $ 246

Branch: Fleet Services

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	2.0	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	2.0	-	-	-	-	-	-	-	-

Capital Project Name: Enterprise Applications Growth **Profile #** CM 18-1508 **Capital Investment:** $ 944

Branch: **Human Resources**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	104	-	104	1.0	-	-	-	-
Materials	-	-	-	-	151	-	151	-	-	-	-	-
Services	-	-	-	-	2	-	2	-	160	-	160	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	2	-	2	-	-	-	-	-
Total Operating Impact	-	-	-	-	259	-	259	1.0	160	-	160	-

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: IT Enterprise Application Renewal **Profile #** CM-18-1504 **Capital Investment:** $ 14,922

Branch: **Information Technology**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	155	-	155	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	155	-	155	-	-	-	-	-

Capital Project Name: Enterprise Applications Growth **Profile #** CM-18-1508 **Capital Investment:** $ 13,933

Branch: **Information Technology**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	76	-	76	-	9	-	9	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	76	-	76	-	9	-	9	-

Capital Project Name: Business Unit Application Renewal **Profile #** CM-18-1506 **Capital Investment:** $ 15,448

Branch: **Information Technology**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	32	-	32	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	32	-	32	-	-	-	-	-

Operating Impacts of Capital

Capital Project Name: IT Business Applications Growth **Profile #** CM-18-1509 **Capital Investment:** $ 5,518

Branch: **Information Technology**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	87	-	87	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	-	87	-	87	-

Capital Project Name: Smart Bus **Profile #** 11-66-1293 **Capital Investment:** $ 13,900

Branch: **Edmonton Transit**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	520	400	120	5.0	11	200	(189)	-	15	-	15	-
Materials	777	-	777	-	(11)	-	(11)	-	(15)	-	(15)	-
Services	150	-	150	-	-	-	-	-	-	-	-	-
Utilities	146	-	146	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Fleet)	-	-	-	-	(1,597)	-	(1,597)	-	(619)	-	(619)	-
Total Operating Impact	1,593	400	1,193	5.0	(1,597)	200	(1,797)	-	(619)	-	(619)	-

Capital Project Name: Smart Fare **Profile #** 13-66-1294 **Capital Investment:** $ 42,219

Branch: **Edmonton Transit**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	4,792	-	4,792	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	-	4,792	-	4,792	-

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: various **Profile #** various **Capital Investment:** various

Branch: **Transportation Operations**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	79	-	79	1.0	3	-	3	-	3	-	3	-
Materials	6	-	6	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Interdepartmental Recovery	(85)	-	(85)	-	(3)	-	(3)	-	(3)	-	(3)	-
Total Operating Impact	-	-	-	1.0	-	-	-	-	-	-	-	-

Capital Project Name: LED Streetlight Conversion **Profile #** 15-66-2561 **Capital Investment:** $ 53,105

Branch: **Transportation Operations**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	154	-	154	1.0	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	154	-	154	1.0	-	-	-	-	-	-	-	-

Capital Project Name: Traffic Controller System Conversion **Profile #** 15-66-2511 **Capital Investment:** $ 14,366

Branch: **Transportation Operations**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	394	-	394	3.0	3	-	3	-	5	-	5	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	44	-	44	-	(3)	-	(3)	-	(5)	-	(5)	-
Utilities	-	-	-	-	(100)	-	(100)	-	(100)	-	(100)	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	438	-	438	3.0	(100)	-	(100)	-	(100)	-	(100)	-

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: various **Profile #** various **Capital Investment:** various

Branch: **Transportation Operations**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	104	-	104	1.0	111	-	111	1.0	8	-	8	-
Materials	21	-	21	-	14	-	14	-	(8)	-	(8)	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	125	-	125	1.0	125	-	125	1.0	-	-	-	-

Capital Project Name: Parking Control Technology **Profile #** 14-66-2570 **Capital Investment:** $ 12,000

Branch: **Transportation Operations**

Branch:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	77	-	77	0.6	2	-	2	-	3	-	3	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	471	-	471	-	198	-	198	-	(3)	-	(3)	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Parking Revenue	-	548	(548)	-	-	200	(200)	-	-	-	-	-
Total Operating Impact	548	548	-	0.6	200	200	-	-	-	-	-	-

Capital Project Name: Northwest Division **Profile #** 12-60-1376 **Capital Investment:** $ 106,860

Branches: Edmonton Police Service, Facility & Landscape Services

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	1,932	-	1,932	15.0	1,458	-	1,458	10.0	750	-	750	4.0
Materials	99	-	99	-	16	-	16	-	(11)	-	(11)	-
Services	-	-	-	-	-	-	-	-	693	-	693	-
Utilities	15	-	15	-	(5)	-	(5)	-	(6)	-	(6)	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	9.0
Other (Trsfs and Training)	442	-	442	-	128	-	128	-	(48)	-	(48)	-
Total Operating Impact	2,488	-	2,488	15.0	1,597	-	1,597	10.0	1,378	-	1,378	13.0

Impacts of a Growing City

Operating Impacts of Capital

Capital Project Name: Digital Asset Management System **Profile #** 15-60-1493 **Capital Investment:** $ 7,338

Branch: **Edmonton Police Service**

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	592	-	592	5.0	696	-	696	5.0
Materials	-	-	-	-	15	-	15	-	750	-	750	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	5	-	5	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Training)	-	-	-	-	75	-	75	-	75	-	75	-
Total Operating Impact	-	-	-	-	687	-	687	5.0	1,521	-	1,521	5.0

Capital Project Name: Operating Impacts of Capital **Profile #** various

Branches: **Community & Recreation Facilities, Facility & Landscape Infrastructure, Fire Rescue Services, Neighbourhoods, Edmonton Transit, Transportation Operations, Police Service**

Branch:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	5,393	605	4,788	54.1	7,415	530	6,884	69.5	6,593	611	5,982	59.0
Materials	1,174	-	1,174	-	1,408	-	1,408	-	1,036	-	1,036	-
Services	1,184	-	1,184	-	1,021	-	1,021	-	5,540	-	5,540	-
Utilities	264	-	264	-	87	-	87	-	(51)	-	(51)	-
Custodial & Maintenance	3,953	-	3,953	16.3	895	-	895	14.1	2,312	-	2,312	21.6
Other	554	548	6	-	(753)	200	(953)	-	(420)	-	(420)	-
Total Operating Impact	12,521	1,153	11,368	70.4	10,072	730	9,342	83.6	15,010	611	14,399	80.6

Impacts of a Growing City

Operating Impacts of Contributed Assets

For the 2016-2018 Operating Budget, the City of Edmonton will experience an increase in the budget relating to assets that have been turned over to the City to maintain from development that has occurred throughout the City. As the increase per community is small, the increased need for contributed assets has been broken into four areas: Northwest, Northeast, Southeast and Southwest.

Northwest Boundaries North of Whitemud Drive, 87 Ave and the North Saskatchewan River

Communities Include: Arena District, Blachford, Cameron Heights, Carlton, Edgemont, Granville, Griesbach, The Hamptons, Hawks Ridge, Mistatim Industrial, Rampart Industrial, Rapperswill Industrial, Rosenthal, Secord, Starling/Big Lake, Stewart Greens, Stony Industrial 4, Trumpeter, Webber Greens, Winterburn Industrial. Yellowhead Industrial.
Arterials: 170 Street, 135 Ave - 140 Ave, 215 Street - Hawks Ridge Blvd South to 112 Ave, 215 Street - Glastonbury Blvd to 62 Ave, 231 Street - Secord Gate to Stony Plain Road

Branches: Transportation Operations, Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
Maintenance & Utilities for:	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Arterial, Local & Collector Roads	409	-	409	2.0	433	-	433	2.0	426	-	426	2.0
Alleys	14	-	14	-	15	-	15	-	16	-	16	-
Sidewalks	79	-	79	-	84	-	84	-	83	-	83	-
Horticulture	151	-	151	0.3	106	-	106	0.9	110	-	110	1.0
Playgrounds	3	-	3	-	2	-	2	-	2	-	2	-
Furniture & Fixtures	6	-	6	-	4	-	4	-	4	-	4	-
Protection Elements	24	-	24	1.5	17	-	17	0.1	18	-	18	0.2
Park Access & Circulation	3	-	3	-	2	-	2	-	2	-	2	-
Total Operating Impact	688	-	688	3.8	663	-	663	3.0	661	-	661	3.2

Northeast Boundaries: North of the North Saskatchewan River

Communities Include: Albany, Britnell, Crystallina Nera, Cy Becker, Ebbers Industrial, Eaux Claires, Fraser, Homesteader, Klarvatten, Marquis, McConachie, Schonsee, Oxford, Hollick-Kenyon, Kirkness.
Arterials: 195 Avenue - 50 Street to 66 Street, 34 Street, 153 Ave to 158 Avenue, 66 Street, 195 Ave to 178 Avenue, Meridian Street, 153 Ave to 167 Avenue

Branches: Transportation Operations, Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
Maintenance & Utilities for:	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Arterial, Local & Collector Roads	168	-	168	-	177	-	177	0.5	175	-	175	-
Alleys	22	-	22	-	23	-	23	-	23	-	23	-
Sidewalks	22	-	22	-	23	-	23	-	23	-	23	-
Horticulture	67	-	67	0.8	47	-	47	0.5	49	-	49	0.5
Furniture & Fixtures	3	-	3	-	2	-	2	-	2	-	2	-
Protection Elements	11	-	11	-	8	-	8	-	8	-	8	-
Park Access & Circulation	2	-	2	-	1	-	1	-	2	-	2	-
Total Operating Impact	295	-	295	0.8	281	-	281	1.0	281	-	281	0.5

Impacts of a Growing City

Operating Impacts of Contributed Assets

Southeast Boundaries: South of the North Saskatchewan River

Communities Include: Aurum/Cloverbar Industrial, Charlesworth, Ellerslie Industrial, Laurel, Maple, Maple Ridge Industrial, The Orchards at Ellerslie, Pylypow Industrial, South Edmonton Common, Southeast Industrial, Summerside, Tamarack, Walker, Meadows, Roper Industrial.
Arterials: , 23 Avenue - 17 Street to Tamarack Collector, 25 Avenue - Orchards Gate to Watt Drive , 50 Street - Ellerslie Road to 25 Avenue SW, 66 Street, 25 Ave SW to Winspear Common, Ellerslie Road - 50 Street to Pioneer Meadow Entrance

Branches: Transportation Operations, Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
Maintenance & Utilities for:	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Arterial, Local & Collector Roads	220	-	220	2.0	233	-	233	2.0	229	-	229	2.0
Alleys	12	-	12	-	12	-	12	-	12	-	12	-
Sidewalks	41	-	41	-	43	-	43	-	43	-	43	-
Horticulture	100	-	100	1.0	70	-	70	0.7	73	-	73	0.7
Furniture & Fixtures	4	-	4	-	3	-	3	-	3	-	3	-
Protection Elements	16	-	16	0.1	11	-	11	-	12	-	12	-
Park Access & Circulation	3	-	3	-	2	-	2	-	2	-	2	-
Total Operating Impact	396	-	396	3.1	375	-	375	2.7	374	-	374	2.7

Southwest Boundaries: South of Whitemud Drive, 87 Ave and the North Saskatchewan River

Communities Include: Allard, Ambleside, Callaghan, Cavanagh, Cashman, Chappelle, Desrochers, Glenridding Heights, Graydon Hills, Hays Ridge, Heritage Valley Towne Centre, Magrath Heights, Keswick, Paisley, Windermere, Blackmud Creek, Rutherford, Hodgson, Terwillegar Towne., Terwillegar South, Mactaggart.
Arterials: 30 Avenue SW, Blackmud Creek to 103A Street, 41 Avenue - Blackmud Creek to Chappelle, Ellerslie Road, 141 to 127 Street, James Mowatt Trail-Allard Blvd to 41 Ave SW

Branches: Transportation Operations, Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
Maintenance & Utilities for:	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Arterial, Local & Collector Roads	251	-	251	2.0	267	-	267	2.0	262	-	262	2.0
Alleys	13	-	13	-	15	-	15	-	14	-	14	-
Sidewalks	98	-	98	-	105	-	105	-	104	-	104	-
Horticulture	380	-	380	3.8	269	-	269	2.5	278	-	278	2.5
Playgrounds	10	-	10	-	-	-	-	-	-	-	-	-
Furniture & Fixtures	14	-	14	-	10	-	10	-	10	-	10	-
Protection Elements	61	-	61	0.5	43	-	43	0.3	44	-	44	0.3
Park Access & Circulation	4	-	4	-	12	-	12	-	11	-	11	-
Total Operating Impact	831	-	831	6.3	721	-	721	4.8	723	-	723	4.8

Impacts of a Growing City

Operating Impacts of Contributed Assets

Branches: Transportation Operations, Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
Maintenance & Utilities for:	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Arterial, Local & Collector Roads	1,048	-	1,048	6.0	1,110	-	1,110	6.5	1,092	-	1,092	6.0
Alleys	61	-	61	-	65	-	65	-	65	-	65	-
Sidewalks	240	-	240	-	255	-	255	-	253	-	253	-
Streetlights & Signals	-	-	-	-	-	-	-	-	-	-	-	-
Horticulture	698	-	698	5.9	492	-	492	4.6	509	-	509	4.7
Playgrounds	13	-	13	-	2	-	2	-	2	-	2	-
Furniture & Fixtures	26	-	26	-	19	-	19	-	19	-	19	-
Protection Elements	112	-	112	2.1	79	-	79	0.4	81	-	81	0.5
Sports Fields	-	-	-	-	-	-	-	-	-	-	-	-
Spray Parks	-	-	-	-	-	-	-	-	-	-	-	-
Park Access & Circulation	12	-	12	-	17	-	17	-	17	-	17	-
Total Operating Impact	2,210	-	2,210	14.0	2,039	-	2,039	11.5	2,039	-	2,039	11.2

Summary of Operating Impacts of Capital and Contributed Assets

Operating Impacts of:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Capital	12,521	1,153	11,368	70.4	10,072	730	9,342	83.6	15,010	611	14,399	80.6
Contributed Assets	2,210	-	2,210	14.0	2,039	-	2,039	11.5	2,039	-	2,039	11.2
Total Operating Impact	14,731	1,153	13,578	84.4	12,111	730	11,381	95.1	17,049	611	16,438	91.8

Impacts of a Growing City

Summary of Service Packages—Funded

The 2016-2018 Approved Operating Budget includes funding of $12.8 million in 2016, $8.2 million in 2017 and $4.8 million in 2018 for service packages.

The table below provides a summary of all funded service packages. In addition to the service packages which assist in achieving Council's Vision there are some that are required in order to meet commitments that have already been made. The details of the funded service packages are included in the branch sections and can be located using the page references provided in the table.

#	Service Packages	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
	Arts Council					
1	**EAC Operations**					
	The Edmonton Arts Council has experienced growth in personnel to fully deliver service to the City of Edmonton. Our last increase to our operations from City Council was in 2011 ($300,000). The EAC now has 22 employees, double the number from 2010. In addition, the EAC is due for a technology review and upgrade.	Annualization	-	-	-	563
		New Budget	120	120	120	
		Total	**120**	**120**	**120**	
		FTEs	**-**	**-**	**-**	
	Edmonton Public Library					
2	**City of Learners**					
	The Edmonton Public Library Board's 2014-18 Strategic Goals focuses on learning as one of its four strategic directions. Other cities in Canada, like Vancouver, Fredericton and Grande Prairie, also have learning community initiatives which have contributed to enhanced livability, a key plank of Edmonton City Council's vision. The budget request includes funding for a position to coordinate this initiative, support costs (stationery, training), engagement and programming costs.	Annualization	-	-	-	553
		New Budget	200	-	-	
		Total	**200**	**-**	**-**	
		FTEs	**1.0**	**-**	**-**	
3	**Welcome Baby Program**					
	The Welcome Baby program puts early literacy programs into the hands of newborns and their parents through public health clinics as part of the two month immunization. This program was intended to be funded from donations and sponsorships until 2018, at which time EPL would request additional City funding to provide sustained on-going funding for this initiative.	Annualization	-	-	-	556
		New Budget	-	-	301	
		Total	**-**	**-**	**301**	
		FTEs	**-**	**-**	**-**	

Impacts of a Growing City

Summary of Service Packages—Funded

#	Service Packages	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
4	**Alternative Service Delivery Model - epIGO Service Point (Storefront Model - South)**					
	Implementation of epIGO store front library locations (small footprint rental spaces - max 3,000 sq. ft.) in growing areas of the City provides an interim solution in meeting the demands of customers in neighbourhoods without easy access to a physical library. The funding request includes one-time fit-up costs for a leased facility, staffing (3.3 FTEs) and operating costs implemented in 2017.	Annualization	-	-	-	555
		New Budget	-	450	(60)	
		Total	**-**	**450**	**(60)**	
		FTEs	**-**	**-**	**3.3**	
5	**Alternative Service Delivery Model - epl2go Literacy Van**					
	In 2016, EPL will expand its fleet of literacy vans to bring library programs and services and the latest technology resources to Edmontonians. This request includes one-time fit-up and operating costs for a fourth literacy van. EPL will fund 2016 costs (i.e. one-time and initial operating) through donations, and in 2017, EPL is requesting City funding for sustained on-going operating costs.	Annualization	-	-	-	554
		New Budget	-	232		
		Total	**-**	**232**	**-**	
		FTEs	**-**	**0.8**	**-**	
	Fort Edmonton Park					
6	**Enhancement of Aboriginal Programming**					
	This initiative involves collaboration, program development and support for ongoing relationship between the Fort Edmonton Management Company and its First Nations and Métis partners who will be included in programming and capital development processes at Fort Edmonton Park when it impacts the historical and cultural narratives of First Nations and Métis peoples of this territory.	Annualization	-	-	-	579
		New Budget	100	100	-	
		Total	**100**	**100**	**-**	
		FTEs	**-**	**-**	**-**	
	Heritage Council					
7	**Increase to Core Funding**					
	Increase to Edmonton Heritage Council's core operating grant due to staffing growth and expertise, office costs and increased levels of service to the community since being founded in 2009.	Annualization	-	-	-	589
		New Budget	33	33	34	
		Total	**33**	**33**	**34**	
		FTEs	**-**	**-**	**-**	
	Reach Edmonton					
8	**24/7 Integrated Crisis Response**					
	Potentially 75% more calls can be responded to, by having an increased presence on the street in vulnerable neighbourhoods and less reliance on EPS and EMS resources to deal with non emergency calls. Citizens will feel safer given the increase in downtown visits with the new entertainment district. Vulnerable Edmontonians will receive the help they need in a more timely fashion.	Annualization	-	-	-	596
		New Budget	1,000	-	-	
		Total	**1,000**	**-**	**-**	
		Total FTEs	**-**	**-**	**-**	

Impacts of a Growing City

Summary of Service Packages—Funded

#	Service Packages	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
	Community Standards					
9	**Retail Commercial Property-Nuisance Reduction Initiative**					
	A Council supported initiative to address safety/cleanliness impacts of chronically dilapidated retail commercial properties. A 2015 pilot that turns permanent with a Building Compliance Enforcement Officer and Community Program Advisor taking an integrated approach with industry/business/associations/citizens to encourage good neighbour practices.	Annualization	-	-	-	149
		New Budget	105	147	7	
		Total	**105**	**147**	**7**	
		Total FTEs	**1.0**	**1.0**	**-**	
10	**Wildlife Management Program**					
	This service package supports the creation of a comprehensive wildlife management program that includes Park Ranger enforcement staff, wildlife handling equipment, educational and awareness programming, and support from outside partnership groups to deal with current and future citizen wildlife concerns.	Annualization	-	-	-	150
		New Budget	200	-	-	
		Total	**200**	**-**	**-**	
		Total FTEs	**1.0**	**-**	**-**	
	Community Strategies & Development					
11	**2016-2018 Council Initiatives**					
	Winter City Initiative & Conference: To support the planning, organization, and delivery of a second International Winter Cities Conference in early 2017. A full time FTE in 2016 is needed to advance Winter Cities projects. Gender Based Violence Prevention: To support actions and programs to reduce domestic violence and sexual assault in Edmonton by working with key stakeholders and community partners to increase awareness and understanding of gender based violence, advance innovative solutions and demonstrate leadership to change the conversation on gender based violence. A full time FTE in 2016 is needed to further the gender based violence prevention initiative. Ongoing annual funding of $188.	Annualization	-	-	-	162
		New Budget	385	3	(200)	
		Total	**385**	**3**	**(200)**	
		Total FTEs	**2.0**	**-**	**-**	
12	**The Aboriginal Partnership Initiative**					
	This service package is to advance The Aboriginal Initiative and many projects and initiatives that build positive relationships with Aboriginals. These projects include: Urban Aboriginal Strategy framework development, Aboriginal Accord renewal, Enhanced indigenous youth programs and engagement, Development of Kihciy Askiy, Explore continuing the work of the Truth and Reconciliation Commission.	Annualization	-	-	-	161
		New Budget	400	170	129	
		Total	**400**	**170**	**129**	
		Total FTEs	**2.0**	**-**	**-**	

Impacts of a Growing City

Summary of Service Packages—Funded

#	Service Packages	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
13	**EndPovertyEdmonton**					
	This service package is for the completion of the Mayor's Task Force 10 year implementation plan and to support many ongoing tasks around ending poverty including communications, social media and community engagement. This service package would provide funding to take steps toward the ultimate goal of eliminating poverty in Edmonton within a generation.	Annualization	-	-	-	160
		New Budget	300	(300)	-	
		Total	**300**	**(300)**	-	
		Total FTEs	-	-	-	
	Facility and Landscape Infrastructure					
14	**Support for Partner Capital Projects**					
	This funding will procure sufficient resources for the Branch to provide a proper level of ongoing guidance and front-end support to City partners through the planning, design and construction of facilities, landscapes and parks. This work will manage the risk of inadequately designed and built facilities on City-owned land thus avoiding future costs to the Corporation.	Annualization	-	-	-	174
		New Budget	500	-	-	
		Total	**500**	-	-	
		Total FTEs	**4.0**	-	-	
	Neighbourhoods					
15	**Increase Turf Maintenance**					
	This service package addresses the Council approved herbicide ban on city owned land. Additional resources are required to increase mechanical practices, turf enhancements and public education. Some exceptions apply according to the motion passed at Council, most notably to control weeds listed on the Provincial noxious weed list.	Annualization	-	-	-	200
		New Budget	970	515	515	
		Total	**970**	**515**	**515**	
		Total FTEs	**10.0**	-	**(2.0)**	
	Corporate Procurement and Supply Services					
16	**Growth Positions for Drainage Services**					
	This service package will address the significant growth planned in the Drainage Services Branch to support the ongoing investments in Drainage Infrastructure, flood prevention programs, etc. Additional resources are required to maintain existing service levels into the future based on anticipated service demand.	Annualization	-	-	-	227
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	**2.0**	-	-	

Impacts of a Growing City

Summary of Service Packages—Funded

#	Service Packages	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
	Fleet Services					
17	**ServicePerson - Alberta Health Services**					
	Additional Service Person for the AHS Fleet. AHS will add 9 vehicles to the fleet in 2015/2016. The additional resource will allow technicians to focus time on scheduled maintenance and running repairs. This package is funded through external revenue from the AHS contract, but requires the FTE approval. Gross Costs - $76K	Annualization	-	-	-	244
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**1.0**	**-**	**-**	
18	**Increased Maintenance Requirements (Utilities Fleet)**					
	Volumes of maintenance hours are increasing at the Kennedale facility to serve higher usage vehicles and equipment for Waste Management and Drainage Services. Growth and demand for the fleet remains high, requiring additional resources to complete maintenance forecasted. Gross Costs - $108K	Annualization	-	-	-	245
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**-**	**1.0**	**-**	
	Human Resources					
19	**School of Business**					
	'Learning' was identified as one of the core Strategic Focus Areas in the City's 2015-2020 Corporate Workforce Plan. The City of Edmonton School of Business is key in driving an enterprise approach to cross-Departmental learning by growing the talent and skills our organization needs for the future. $345K / 3.0 FTEs – Fully recovered from School of Business revenues.	Annualization	-	-	-	259
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**3.0**	**-**	**-**	
	Office of the City Clerk					
20	**Election & Census**					
	To fully fund election/census program. The previous approach was to partially fund the program and manage the difference through the Financial Stabilization Reserve. This approach has been problematic and challenging to present in proposed budgets and year end financial reports.	Annualization	-	-	-	288
		New Budget	700	238	(238)	
		Total	**700**	**238**	**(238)**	
		Total FTEs	**-**	**-**	**-**	
	Office of the City Auditor					
21	**Office of the City Auditor Additional FTE Resources**					
	This service package is for two additional Audit Coordinator FTEs to assist with conducting internal audits for the City of Edmonton due to increase in demand from emerging issues.	Annualization	-	76	-	331
		New Budget	226	-	1	
		Total	**226**	**76**	**1**	
		Total FTEs	**2.0**	**-**	**-**	

Summary of Service Packages—Funded

#	Service Packages	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
	Corporate Communications					
22	**Sponsorship agreement re Rogers Place**					
	As part of the Master Agreement for the downtown arena (Rogers Place), the City agreed to a 10-year sponsorship agreement with the Katz Group. This agreement will provide the City with access to a number of avenues through both the new arena and the Edmonton Oilers to promote Edmonton and City of Edmonton programs, services and initiatives.	Annualization	-	-	-	351
		New Budget	1,000	1,000	-	
		Total	**1,000**	**1,000**	**-**	
		Total FTEs	**-**	**-**	**-**	
	Intergovernmental & External Affairs					
23	**Anticipated Events 2016-2018**					
	This service package is a placeholder for discussions regarding the City's involvement in the International Festival of Extreme Sports (FISE). The World Series of FISE is an action sport event involving BMX, Roller sport, Mountain Biking, Skateboarding and Wakeboarding. Funding for this service package will come from appropriated funds within the Financial Stabilization Reserve.	Annualization	-	-	-	360
		New Budget	1,200	-	-	
		Total	**1,200**	**-**	**-**	
		Total FTEs	**-**	**-**	**-**	
24	**Anticipated Event**					
	This is a joint initiative among Alberta Basketball, Canada Basketball, Edmonton Tourism, the University of Alberta and the City of Edmonton. It is unique for a leading City and University to partner with the national and provincial sport organization responsible to deliver basketball programs nationally, provincially and locally.	Annualization	-	-	-	359
		New Budget	-	500	-	
		Total	**-**	**500**	**-**	
		Total FTEs	**-**	**-**	**-**	
25	**Anticipated Event 2018**					
	Red Bull Crashed Ice was held in Edmonton for the first time in March 2015. The event was successful on two fronts - economic impact ($20.6 million) and reputational/profile for the city (200 million media impressions, 1600 media stories and delayed broadcast to over 100 million viewers).	Annualization	-	-	-	361
		New Budget	-	-	550	
		Total	**-**	**-**	**550**	
		Total FTEs	**-**	**-**	**-**	
	Current Planning					
26	**Customer Services & Operations- Increased Service Volumes**					
	The Current Planning Branch recommends a total of 44 positions (12.0 in 2016, 15.0 in 2017, 17.0 in 2018 before annualization). The positions will provide the Branch flexibility to support safety codes, customer service, planning, development and development coordination to accommodate increased service demands and to support other areas of The City that provide technical support.	Annualization	-	-	-	378
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**6.0**	**13.5**	**16.0**	

Impacts of a Growing City

Summary of Service Packages—Funded

#	Service Packages	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
27	**Mature Community Development Team**					
	Current Planning recommends five (5) positions to address regulatory, communication, and relationship issues specific to mature neighbourhood developments. The team will liaise with existing areas to recommend policy or process changes (including fee changes, incentives or penalties) and improve education, development standards and communication between stakeholders.	Annualization	-	-	-	379
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**5.0**	**-**	**-**	
	Real Estate, Housing and Economic Sustainability					
28	**Building and Land Management**					
	FTEs are required for improved property management services and to implement new technology for enhanced suburban site integration. Outcomes are new revenue opportunities, cost efficiencies and property management best practices. Implications of not funding include a higher risk profile, such as legal and audit risk, and the inability to meet existing project and service requirements.	Annualization	-	-	-	395
		New Budget	234	99	(10)	
		Total	**234**	**99**	**(10)**	
		Total FTEs	**2.0**	**2.0**	**-**	
29	**Ec Sustainability - Northern & Industrial Programs**					
	Funding is required for industrial investment attraction, business retention and expansion supported by a marketing initiative. Funds will also be used to meet commitments for the Northern Circumpolar Secretariat. Increased resources will enhance business marketing, develop an eco-industrial business program, and improve partnerships with northern communities and industrial businesses.	Annualization	-	-	-	396
		New Budget	100	-	-	
		Total	**100**	**-**	**-**	
		Total FTEs	**-**	**-**	**-**	
30	**Edm Research Park - City Admin**					
	Provide professional leasing, property management, and facilities maintenance support for the Edmonton Research Park, under the new business model recommended for adoption. The FTEs and resources required will ensure that the vision for the Edmonton Research Park is achieved.	Annualization	-	-	-	394
		New Budget	1,046	17	23	
		Total	**1,046**	**17**	**23**	
		Total FTEs	**7.0**	**-**	**-**	
31	**Ec Sustainability - Main Street and BRZ Image and Reputation Initiative**					
	New funding will ensure that Edmonton's destination commercial-oriented streets (Whyte Avenue and 124 St) are effectively maintained to a standard that upholds the reputation of Edmonton. Additional funding will extend support to BRZs not supported by the Main Street Image and Reputation Initiative or the Great Neighbourhoods Initiative, to ensure equitable support across all of the City's BRZs.	Annualization	-	-	-	398
		New Budget	250	250	250	
		Total	**250**	**250**	**250**	
		Total FTEs	**-**	**-**	**-**	

Summary of Service Packages—Funded

#	Service Packages	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
32	**Surplus Property Review**					
	This package requests 2 FTEs to provide capacity for ongoing review of civic property inventory. This review process ensures land is being held for appropriate purposes and disposed of when no longer required. These FTEs would also support the review of civic property inventory that may be available for sale or development by the Municipal Development Corporation.	Annualization	-	-	-	393
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**2.0**	**-**	**-**	
33	**Ec Sustainability - BRZ Operational Model Optimization**					
	A new FTE in the Transportation Operations Branch will provide a dedicated resource to effectively advance a new cross-functional model designed to more effectively meet the needs and resolve any issues related to Edmonton's BRZs by coordinating the large volume of Capital Project and enhanced maintenance services work required in these BRZs.	Annualization	-	-	-	397
		New Budget	165	-	-	
		Total	**165**	**-**	**-**	
		Total FTEs	**1.0**	**-**	**-**	
	Urban Planning & Environment					
34	**Mill Creek Daylighting**					
	On August 18, 2015, Executive Committee directed Administration to prepare a service package to conduct a feasibility study assessing the possibilty of re-establishing a natural channel between Mill Creek and the North Saskatchewan River. Not funding will prevent completion of a feasibility study and exclude possible synergies between a daylighting project and co-located LRT construction.	Annualization	-	-	-	410
		New Budget	250	(250)	-	
		Total	**250**	**(250)**	**-**	
		Total FTEs	**-**	**-**	**-**	
35	**Rehabilitation of Molsen Brewery**					
	The Molson Brewery (Edmonton Brewing & Malting Building) is on the Inventory of Historic Resources. Estimated rehabilitation costs are $8.35 million. The owner has requested 50% of rehabilitation costs, which would fully subscribe the Heritage Reserve until 2019. Rehabilitation will preserve the site, revitalize the Brewery District and achieve designation as a Municipal Historic Resource.	Annualization	-	-	-	412
		New Budget	-	-	800	
		Total	**-**	**-**	**800**	
		Total FTEs	**-**	**-**	**-**	
36	**Southwest Ribbon of Green**					
	On June 30, 2015, Executive Committee directed Administration to create a service package to develop a vision for the remaining Southwest Priority 3 areas, including Woodbend Natural Areas and Oleskiw lands. Adjacent neighbourhoods are proceeding with planning and development and a master plan is required to address impact compatible land uses, public access and infrastructure requirements.	Annualization	-	-	-	411
		New Budget	200	50	(50)	
		Total	**200**	**50**	**(50)**	
		Total FTEs	**1.0**	**-**	**-**	

Impacts of a Growing City

Summary of Service Packages—Funded

#	Service Packages	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
37	**Implementing Edmonton's Community Energy Transition Strategy**					
	Endorsed by Council on April 29, 2015, this strategy will transform Edmonton into an energy sustainable city. By 2035, the strategy will deliver $2.5 billion in private savings through investments in clean energy, energy conservation and efficiency. Not funding this service package will impact corporate targets and discontinue this initiative, part of The Way Ahead Implementation Plan.	Annualization	-	-	-	409
		New Budget	1,304	750	(97)	
		Total	**1,304**	**750**	**(97)**	
		Total FTEs	**3.0**	**-**	**-**	
38	**River Crossing**					
	On June 30, 2015, Executive Committee directed Administration to create a service package to develop a business case for River Crossing, which explores options for creating a landmark destincation precinct in the river valley. River Crossing includes integration of initiatives such as West Rossdale Urban Design Plan, Walterdale Bridge, Touch the Water promenade, and Rossdale Generating Station.	Annualization	-	-	-	413
		New Budget	200	100	(125)	
		Total	**200**	**100**	**(125)**	
		Total FTEs	**-**	**-**	**-**	
39	**Stewarding Great Neighbourhoods**					
	This package enables the 4 citizen-facing departments to centralize neighbourhood-scale intelligence for mature neighbourhoods, improving coordination and enabling cost savings and numerous efficiencies.	Annualization	-	-	-	414
		New Budget	-	186	7	
		Total	**-**	**186**	**7**	
		Total FTEs	**-**	**2.0**	**-**	
40	**Corporate Environmental Targets**					
	This service package includes 6 initiatves from 4 branches including: Climate Adaption Strategy, Energy Conservation and Efficiency Initiatives in City Facilities, Enviso Expansion, LRT- ETS Environmental Programs and Plans, Purchase of Green Power for City Operations.	Annualization	-	-	-	408
		New Budget	1,000	1,000	750	
		Total	**1,000**	**1,000**	**750**	
		Total FTEs	**4.0**	**2.0**	**4.0**	
	Edmonton Transit					
41	**LRT - LRT Maintenance Foremen & Escalator Tech**					
	A request for 1 Elevator/Escalator Technologist and 2 Maintenance and Service Foremen. The Elevator Tech will monitor contractors in the field and push for improvements in contractor reporting, resulting in higher service uptimes for elevators and escalators. The Foremen will be responsible for quality and quantity of work being performed on LRV vehicles, improving reliability of the ETS system.	Annualization	-	-	-	460
		New Budget	103	236	5	
		Total	**103**	**236**	**5**	
		Total FTEs	**1.0**	**2.0**	**-**	

Summary of Service Packages—Funded

#	Service Packages	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
42	**DATS - Change to DATS Accommodation Rate**					
	This package will provide budget for additional DATS trips to be provided by third party contractors. This is required to maintain current service levels with increased service demand.	Annualization	-	-	-	464
		New Budget	-	174	61	
		Total	**-**	**174**	**61**	
		Total FTEs	**-**	**-**	**-**	
43	**Low Income Transit Pass**					
	This package supports the administration of a low income transit pass program, including funding for: -software application upgrades -facility upgrades (point of sales) -staff for application processing (5 positions) -staff for counter sales (8 positions) -staff for online sales (1 position)	Annualization	-	-	-	463
		New Budget	230	2,000	2,000	
		Total	**230**	**2,000**	**2,000**	
		Total FTEs	**1.0**	**6.5**	**6.0**	
	Transportation Operations					
44	**Roadway Maintenance Inspectors**					
	This service package outlines funding and FTE requirements to address customer service gaps and provide increased oversight of contracted equipment. The current number of five inspectors has not increased since 1980 and can not keep pace with increased customer inquiries and hired equipment usage arising from inventory growth over the past 30 years.	Annualization	-	-	-	499
		New Budget	302	316	22	
		Total	**302**	**316**	**22**	
		Total FTEs	**3.0**	**2.0**	**-**	
45	**Geotechnical Engineering Reviews and Design**					
	This service package outlines a request for a senior geotechnical position. This position will reduce the time required to provide geotechnical reviews to the Sustainable Development Department for various development applications, as well as the geotechnical reviews and consulting required for in-house projects for Transportation Services.	Annualization	-	-	-	491
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**-**	**1.0**	**-**	
46	**Road Safety Engineer**					
	This service package includes one permanent position (1 FTE) of a Road Safety Engineer. The creation of this position will streamline the road safety assessment process by incorporating a position that will specifically deal with making safety recommendations that need to be considered to reduce collisions. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	502
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**1.0**	**-**	**-**	

Impacts of a Growing City

Summary of Service Packages—Funded

#	Service Packages	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
47	**School Zone Enforcement - Corps of Commissionaires**					
	This Service Package outlines permanent and temporary resources required in order to ensure motorists are compliant with the reduced speed limits in school zones. Three Corps of Commissionaires Peace Officers would be hired specifically for school zone enforcement. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	500
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**-**	**-**	**-**	
48	**Neighbourhood Rehabilitation/Reconstruction due to Road Safety Audits**					
	This service package outlines budget required to implement the recommendations resulting from the safety assessment. Some of these recommendations include redesigning the road or implementing signal changes, installing additional signal fixtures. If implemented, these mitigation measures can lead to a reduction of 5-10% at a neighbourhood level, or 30-99% depending on the existing safety concern. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	501
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**-**	**-**	**-**	
49	**Traffic Safety Research Chair**					
	The Law Enforcement Research Chair is a initiative which supports Edmonton's strategic goal to be a safer city and is part of the 2015-2020 Road Safety Strategy. The research chair will ensure leading and best practice is utilized in law enforcement related activites and the efficient and effective use of law enforcement resources. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	504
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**-**	**-**	**-**	
50	**Public Engagement and Education**					
	Funding will support various Transportation public engagement and public education road safety campaigns that support The Way We Move goals and objections, in order to change road user behavior, reduce collisions, and encourage multimodal sustainable travel options. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	503
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**2.0**	**1.0**	**1.0**	

Summary of Service Packages—Funded

#	Service Packages	($000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
	Transportation Planning					
51	**Community Traffic Management**					
	Community traffic management addresses neighbourhood shortcutting, excessive traffic volumes and speeds. The process to develop a community traffic management plan is community-driven and collaborative, and focuses on extensive public engagement in all aspects of plan development, trial implementation and ultimately the implementation of permanent measures. Outcomes support The Way We Move. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	515
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**5.0**	**-**	**-**	
52	**Enhanced Concept Planning**					
	New scope of work for Transportation Planning to complete concept planning for arterial renewal and neighborhood renewal programs, to implement Complete Streets approach, and significant public engagement in advance of the current processes. No impact on tax levy as it is funded by capital.	Annualization	-	-	-	516
		New Budget	-	-	-	
		Total	**-**	**-**	**-**	
		Total FTEs	**7.0**	**-**	**-**	

		2016	2017	2018
Total Funded Ongoing & One-Time Service Packages	Total	12,823	8,212	4,795
	Total FTEs	80.0	34.8	28.3

Corporate Summary

Approved Tax-supported Operations

($000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers						
Boards & Commissions						
Economic Development Corporation	21,296	27,122	28,265	30,418	30,686	30,378
Police Service	62,738	64,416	87,442	91,696	92,095	92,779
Public Library	8,457	7,172	8,239	10,560	10,465	10,454
Other Boards & Commissions	3,301	3,329	3,331	3,331	3,331	3,331
Total Boards & Commisisons	95,792	102,039	127,277	136,005	136,577	136,942
Civic Departments						
Community Services	78,394	83,208	87,947	96,544	98,489	100,607
Corporate Services	2,414	1,116	12,537	12,878	14,704	13,313
Financial Services & Utilities	1,313	1,384	1,332	1,282	1,488	1,295
Mayor & Councillor Offices	-	12	-	-	-	-
Office of the City Manager	21	14	-	-	-	-
Sustainable Development	75,289	99,634	106,415	119,104	104,880	110,060
Transportation Services	205,779	205,941	174,744	182,943	186,703	189,971
Corporate Expenditures & Revenues	462,312	481,430	517,862	544,987	546,388	555,777
Total Taxation Revenue	1,109,102	1,228,737	1,335,088	1,426,528	1,501,041	1,601,738
One-time Items	12,954	17,466	69,214	-	-	-
Total Revenue & Transfers	2,043,370	2,220,981	2,432,416	2,520,271	2,590,270	2,709,703
Net Expenditure & Transfers						
Boards & Commissions						
Economic Development Corporation	35,446	43,405	45,798	47,599	48,642	48,974
Police Service	340,356	350,579	367,467	382,049	390,853	401,769
Public Library	49,715	52,840	56,931	61,013	63,223	65,431
Other Boards & Commissions	32,606	33,510	34,946	36,552	37,093	37,908
Total Boards & Commisisons	458,123	480,334	505,142	527,213	539,811	554,082
Civic Departments						
Community Services	433,506	474,731	503,651	535,967	559,011	581,864
Corporate Services	96,325	95,392	116,393	121,424	127,194	129,139
Financial Services & Utilities	39,027	39,536	46,402	46,235	47,712	48,881
Mayor & Councillor Offices	4,537	4,892	6,089	6,089	6,089	6,089
Office of the City Auditor	2,059	2,272	2,274	2,542	2,623	2,629
Office of the City Manager	11,186	14,062	12,458	15,634	16,982	17,802
Sustainable Development	124,036	151,597	156,788	176,118	173,743	174,750
Transportation Services	524,399	537,691	537,579	556,772	575,677	597,146
Corporate Expenditures	258,935	306,921	368,498	416,697	414,348	436,051
Neighbourhood Renewal*	69,114	86,226	105,113	104,880	104,880	126,770
Valley Line LRT	-	-	-	10,700	22,200	34,500
One-time Items	12,954	17,466	72,029	-	-	-
2013 & 2014 Surpluses	9,169	9,861	-	-	-	
Total Net Expenditure & Transfers	2,043,370	2,220,981	2,432,416	2,520,271	2,590,270	2,709,703
Total Net Requirement	-	-	-	-	-	-

* $1,774 of the Neighbourhood Renewal Budget is included in Transportation Services, for a total of $127,261 in 2016, $149,249 in 2017 and $171,139 in 2018.

Tax-supported Operations

Approved Net Operating Requirement

($000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Boards & Commissions						
Economic Development Corporation	14,150	16,283	17,533	17,181	17,956	18,596
Police Service	277,618	286,163	280,025	290,353	298,758	308,990
Public Library	41,258	45,668	48,692	50,453	52,758	54,977
Other Boards & Commissions	29,305	30,181	31,615	33,221	33,762	34,577
Total Boards & Commissions	362,331	378,295	377,865	391,208	403,234	417,140
Civic Departments						
Community Services						
Community & Recreation Facilities	37,951	43,384	45,566	46,185	51,608	54,902
Community Standards	19,128	20,393	21,024	22,243	22,812	23,459
Community Strategies & Development	24,700	25,635	24,339	25,314	25,657	26,073
Facility & Landscape Infrastructure	52,978	60,550	65,801	72,442	75,988	80,814
Fire Rescue Services	169,056	186,122	196,349	205,359	212,286	219,228
Neighbourhoods	51,299	55,439	62,625	67,880	72,171	76,781
Corporate Services						
Corporate Procurement & Supply Services	8,879	9,756	11,627	12,044	12,442	12,913
Customer Information Services	13,690	14,184	14,323	14,851	15,284	15,770
Fleet Services	-	-	-	-	-	-
Human Resources	10,252	11,886	15,074	15,886	16,441	16,631
Information Technology	41,655	39,051	42,042	43,934	45,836	47,774
Law	8,915	9,548	10,580	10,931	11,167	11,458
Office of the City Clerk	10,520	9,851	10,210	10,900	11,320	11,280
Financial Services & Utilities						
Assessment & Taxation	19,666	20,000	22,016	21,787	22,466	23,106
Corporate Strategic Planning	3,633	4,072	4,637	5,252	5,613	5,557
Financial Services	5,315	5,096	8,257	7,253	7,185	7,662
Financial Strategies & Budget	9,100	8,984	10,160	10,661	10,960	11,261
Mayor & Councillor Offices	4,537	4,880	6,089	6,089	6,089	6,089
Office of the City Auditor	2,059	2,272	2,274	2,542	2,623	2,629
Office of the City Manager						
City Manager	1,060	1,080	1,177	1,622	1,240	1,265
Corporate Communications	7,761	8,203	8,403	9,902	11,117	11,344
Intergovernmental & External Affairs	2,344	4,765	2,878	4,110	4,625	5,193
Sustainable Development						
Community Revitalization Levy - The Quarters	142	142	142	142	142	142
Current Planning	(37)	(199)	-	-	-	-
Real Estate, Housing & Economic Sustainability	33,130	34,300	31,790	35,451	44,538	39,773
Urban Planning & Environment	15,512	17,720	18,441	21,421	24,183	24,775
Transportation Services						
Edmonton Transit	174,042	182,322	208,626	214,255	222,893	235,548
LRT Design & Construction	666	710	739	720	731	742
Roads Design & Construction	1,397	1,335	1,463	1,572	1,624	1,679
Transportation Operations	128,786	133,748	137,603	143,226	149,436	154,712
Transportation Planning	13,729	13,635	14,404	14,056	14,290	14,494
Total Civic Departments	871,865	928,864	998,659	1,048,030	1,102,767	1,143,054
Corporate Expenditures & Revenues						
Automated Enforcement	-	-	-	-	-	-
Capital Project Financing	94,524	130,695	151,755	160,995	155,005	161,961
Corporate Expenditures	34,309	29,219	30,451	37,955	42,728	52,035
Corporate Revenues	(338,342)	(336,369)	(333,825)	(341,040)	(344,273)	(349,872)
Taxation Expenditures	6,132	1,946	2,255	13,800	14,500	16,150
Total Corporate Expenditures & Revenues	(203,377)	(174,509)	(149,364)	(128,290)	(132,040)	(119,726)
Neighbourhood Renewal						
Total Neighbourhood Renewal	70,655	87,767	106,654	106,654	106,654	128,544
Less: Microsurfacing - Transportation Operations	1,541	1,541	1,541	1,774	1,774	1,774
Transfer to Capital - Corporate Programs	69,114	86,226	105,113	104,880	104,880	126,770
Valley Line LRT	-	-	-	10,700	22,200	34,500
Total Taxation Revenue	(1,109,102)	(1,228,737)	(1,335,088)	(1,426,528)	(1,501,041)	(1,601,738)
One-time Items	-	-	2,815	-	-	-
2013 & 2014 Surpluses	9,169	9,861	-	-	-	-
Total Net Operating Requirement	-	-	-	-	-	-

Net Operating Requirement amounts are the difference between amounts on Expenditure & Revenue Tables that follow.

Tax-supported Operations

Approved Expenditure Summary

($000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Boards & Commissions						
Economic Development Corporation	35,446	43,405	45,798	47,599	48,642	48,974
Police Service	340,356	350,579	367,467	382,049	390,853	401,769
Public Library	49,715	52,840	56,931	61,013	63,223	65,431
Other Boards & Commissions	32,606	33,510	34,946	36,552	37,093	37,908
Total Boards & Commissions	458,123	480,334	505,142	527,213	539,811	554,082
Civic Departments						
Community Services						
Community & Recreation Facilities	88,632	99,588	105,869	112,277	119,609	124,984
Community Standards	23,100	24,886	25,081	26,825	27,394	28,041
Community Strategies & Development	39,879	40,654	42,435	45,365	45,708	46,124
Facility & Landscape Infrastructure	53,576	61,091	66,304	72,945	76,491	81,317
Fire Rescue Services	173,021	188,598	198,251	207,561	214,493	221,440
Neighbourhoods	55,298	59,914	65,711	70,994	75,316	79,958
Corporate Services						
Corporate Procurement & Supply Services	9,283	10,132	11,920	12,366	12,774	13,255
Customer Information Services	13,690	14,184	14,323	14,851	15,284	15,770
Fleet Services	-	-	11,511	11,823	12,039	12,238
Human Resources	10,278	11,889	15,074	15,886	16,441	16,631
Information Technology	41,656	39,051	42,042	43,934	45,836	47,774
Law	8,958	9,550	10,580	10,931	11,167	11,458
Office of the City Clerk	12,460	10,586	10,943	11,633	13,653	12,013
Financial Services & Utilities						
Assessment & Taxation	19,666	20,000	22,016	21,787	22,466	23,106
Corporate Strategic Planning	3,633	4,072	4,637	5,252	5,613	5,557
Financial Services	6,628	6,480	9,589	8,535	8,673	8,957
Financial Strategies & Budget	9,100	8,984	10,160	10,661	10,960	11,261
Mayor & Councillor Offices	4,537	4,892	6,089	6,089	6,089	6,089
Office of the City Auditor	2,059	2,272	2,274	2,542	2,623	2,629
Office of the City Manager						
City Manager	1,060	1,080	1,177	1,622	1,240	1,265
Corporate Communications	7,782	8,217	8,403	9,902	11,117	11,344
Intergovernmental & External Affairs	2,344	4,765	2,878	4,110	4,625	5,193
Sustainable Development						
Community Revitalization Levy - The Quarters	4,673	5,342	4,268	5,044	6,241	6,958
Current Planning	56,518	65,624	75,766	75,735	68,250	78,702
Real Estate, Housing & Economic Sustainability	44,576	48,593	50,246	66,262	65,799	54,884
Urban Planning & Environment	18,269	32,038	26,508	29,077	33,453	34,206
Transportation Services						
Edmonton Transit	311,356	317,179	344,089	352,795	364,518	380,059
LRT Design & Construction	2,500	2,430	1,867	820	831	842
Roads Design & Construction	1,403	1,335	1,463	1,572	1,624	1,679
Transportation Operations	194,400	202,976	175,687	186,175	192,926	198,228
Transportation Planning	14,740	13,771	14,473	15,410	15,778	16,338
Total Civic Departments	1,235,075	1,320,173	1,381,634	1,460,781	1,509,031	1,558,300
Corporate Expenditures						
Automated Enforcement	-	-	47,800	55,100	55,100	55,100
Capital Project Financing	212,638	269,045	280,914	302,754	296,337	308,463
Corporate Expenditures	35,466	30,286	31,629	39,718	44,511	53,838
Corporate Revenues	-	-	-	1,125	-	-
Taxation Expenditures	10,831	7,590	8,155	18,000	18,400	18,650
Total Corporate Expenditures	258,935	306,921	368,498	416,697	414,348	436,051
Neighbourhood Renewal						
Total Neighbourhood Renewal	70,655	87,767	106,654	106,654	106,654	128,544
Less: Microsurfacing - Transportation Operations	1,541	1,541	1,541	1,774	1,774	1,774
Transfer to Capital - Corporate Programs	69,114	86,226	105,113	104,880	104,880	126,770
Valley Line LRT	-	-	-	10,700	22,200	34,500
One-time Items (Including 41 Ave./QE Interchange)	12,954	17,466	72,029	-	-	-
Total Net Expenditure before Surplus	2,034,201	2,211,120	2,432,416	2,520,271	2,590,270	2,709,703
2013 & 2014 Surpluses	9,169	9,861	-	-	-	-
Total Net Expenditure & Transfers	2,043,370	2,220,981	2,432,416	2,520,271	2,590,270	2,709,703

Tax-supported Operations
Approved Revenue Summary

($000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Boards & Commissions						
Economic Development Corporation	21,296	27,122	28,265	30,418	30,686	30,378
Police Service	62,738	64,416	87,442	91,696	92,095	92,779
Public Library	8,457	7,172	8,239	10,560	10,465	10,454
Other Boards & Commissions	3,301	3,329	3,331	3,331	3,331	3,331
Total Boards & Commissions	95,792	102,039	127,277	136,005	136,577	136,942
Civic Departments						
Community Services						
Community & Recreation Facilities	50,681	56,204	60,303	66,092	68,001	70,082
Community Standards	3,972	4,493	4,057	4,582	4,582	4,582
Community Strategies & Development	15,179	15,019	18,096	20,051	20,051	20,051
Facility & Landscape Infrastructure	598	541	503	503	503	503
Fire Rescue Services	3,965	2,476	1,902	2,202	2,207	2,212
Neighbourhoods	3,999	4,475	3,086	3,114	3,145	3,177
Corporate Services						
Corporate Procurement & Supply Services	404	376	293	322	332	342
Fleet Services	-	-	11,511	11,823	12,039	12,238
Human Resources	26	3	-	-	-	-
Information Technology	1	-	-	-	-	-
Law	43	2	-	-	-	-
Office of the City Clerk	1,940	735	733	733	2,333	733
Financial Services & Utilities						
Financial Services	1,313	1,384	1,332	1,282	1,488	1,295
Mayor & Councillor Offices	-	12	-	-	-	-
Office of the City Manager						
Corporate Communications	21	14	-	-	-	-
Sustainable Development						
Community Revitalization Levy - The Quarters	4,531	5,200	4,126	4,902	6,099	6,816
Current Planning	56,555	65,823	75,766	75,735	68,250	78,702
Real Estate, Housing & Economic Sustainability	11,446	14,293	18,456	30,811	21,261	15,111
Urban Planning & Environment	2,757	14,318	8,067	7,656	9,270	9,431
Transportation Services						
Edmonton Transit	137,314	134,857	135,463	138,540	141,625	144,511
LRT Design & Construction	1,834	1,720	1,128	100	100	100
Roads Design & Construction	6	-	-	-	-	-
Transportation Operations	65,614	69,228	38,084	42,949	43,490	43,516
Transportation Planning	1,011	136	69	1,354	1,488	1,844
Total Civic Departments	363,210	391,309	382,975	412,751	406,264	415,246
Corporate Expenditures & Revenues						
Automated Enforcement	-	-	47,800	55,100	55,100	55,100
Capital Project Financing	118,114	138,350	129,159	141,759	141,332	146,502
Corporate Expenditures	1,157	1,067	1,178	1,763	1,783	1,803
Corporate Revenues	338,342	336,369	333,825	342,165	344,273	349,872
Taxation Expenditures	4,699	5,644	5,900	4,200	3,900	2,500
Total Corporate Expenditures & Revenues	462,312	481,430	517,862	544,987	546,388	555,777
Total Taxation Revenue	1,109,102	1,228,737	1,335,088	1,426,528	1,501,041	1,601,738
One-time Items (Including 41 Ave./QE Interchange)	12,954	17,466	69,214	-	-	-
Total Revenue & Transfers	2,043,370	2,220,981	2,432,416	2,520,271	2,590,270	2,709,703
Total Taxation Revenue						
Property Tax	1,073,830	1,190,044	1,293,787	1,390,636	1,463,939	1,562,861
Payment-in-lieu of Taxes	35,272	38,693	41,301	35,892	37,102	38,877
Total Taxation Revenue	1,109,102	1,228,737	1,335,088	1,426,528	1,501,041	1,601,738

* Change includes the tax rate increase, plus estimated real growth in the assessment base.

(Table Includes, tax revenue, user fees, fines, permits, grants & corporate revenue, e.g., EdTel Endowment, utility dividends)

Approved Municipal Enterprise

($000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Land Enterprise						
Revenues & Transfers	44,974	37,838	68,903	30,814	45,277	44,618
Less: Expenditure & Transfers	38,311	25,417	53,764	25,511	39,092	41,512
Net Income	6,663	12,421	15,139	5,303	6,185	3,106
Blatchford Redevelopment Project						
Revenues & Transfers	2,730	713	562	129,121	22,898	29,137
Less: Expenditure & Transfers	4,211	2,611	4,112	107,321	23,882	28,637
Net Income (Loss)	(1,481)	(1,898)	(3,550)	21,800	(984)	500

Approved Community Revitalization Levies

($000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Belvedere						
Revenues & Transfers	995	2,056	5,935	8,446	7,099	1,788
Less: Expenditure & Transfers	995	2,056	5,935	8,446	7,099	1,788
Net Income (Loss)	-	-	-	-	-	-
Capital City Downtown						
Revenues & Transfers	-	3,603	9,608	12,905	16,060	18,504
Less: Expenditure & Transfers	-	3,603	9,608	12,905	16,060	18,504
Net Income (Loss)	-	-	-	-	-	-

Approved Utility Operations

($000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Drainage Services						
Revenues & Transfers	146,538	165,740	167,197	172,890	181,059	187,142
Less: Expenditure & Transfers	111,912	118,276	127,435	133,896	143,471	149,920
Net Income	34,626	47,464	39,762	38,994	37,588	37,222
Waste Management Services						
Revenues & Transfers	148,941	161,556	169,298	187,952	199,290	207,332
Less: Expenditure & Transfers	151,130	161,313	171,860	186,998	197,327	206,461
Net Income	(2,189)	243	(2,562)	954	1,963	871

Full-time Equivalents

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Boards & Commissions						
Economic Development Corporation	262.0	295.0	299.0	314.0	326.0	326.0
Police Service	2,294.5	2,321.0	2,426.6	2,522.1	2,552.1	2,578.1
Public Library	455.1	480.2	510.5	516.6	517.4	520.7
Other Boards & Commissions	56.0	57.0	57.0	57.0	57.0	57.0
Total Boards & Commissions	3,067.6	3,153.2	3,293.1	3,409.7	3,452.5	3,481.8
Civic Departments						
Community Services						
Community & Recreation Facilities	685.0	800.7	910.8	948.2	969.3	983.9
Community Standards	141.8	149.6	156.3	166.3	167.3	167.3
Community Strategies & Development	100.2	103.7	100.9	104.9	104.9	104.9
Facility & Landscape Infrastructure	546.8	559.3	592.8	615.1	630.2	653.8
Fire Rescue Services	1,180.0	1,186.5	1,213.3	1,240.3	1,263.5	1,290.4
Neighbourhoods	590.6	617.5	645.2	668.7	683.6	696.3
Corporate Services						
Corporate Procurement & Supply Services	149.0	149.0	154.0	159.0	159.0	159.0
Customer Information Services	192.1	192.1	192.1	192.1	192.1	192.1
Fleet Services	734.0	742.0	754.0	757.0	760.0	762.0
Human Resources	161.5	161.5	162.5	165.5	166.5	166.5
Information Technology	358.9	378.9	391.4	393.0	393.0	393.0
Law	87.0	87.0	98.0	98.0	98.0	97.0
Office of the City Clerk	89.1	70.1	68.1	68.1	68.1	68.1
Financial Services & Utilities						
Assessment & Taxation	189.2	189.2	189.2	189.2	189.2	189.2
Corporate Strategic Planning	30.0	31.0	31.0	31.0	31.0	31.0
Financial Services	161.8	153.8	153.8	153.8	153.8	153.8
Financial Strategies & Budget	84.5	83.5	83.5	83.5	83.5	83.5
Mayor and Councillor Offices	45.0	49.0	50.0	50.0	50.0	50.0
Office of the City Auditor	14.0	14.0	14.0	16.0	16.0	16.0
Office of the City Manager						
City Manager	5.0	5.0	6.0	6.0	6.0	6.0
Corporate Communications	73.4	84.8	85.1	86.1	86.1	86.1
Intergovernmental & External Affairs	8.0	8.0	9.0	9.0	9.0	9.0
Sustainable Development						
Community Revitalization Levy - The Quarters	5.0	5.0	4.0	4.0	4.0	4.0
Current Planning	317.5	342.5	381.0	392.0	405.5	421.5
Real Estate, Housing & Economic Sustainability	125.0	117.0	128.0	139.0	140.0	140.0
Urban Planning & Environment	115.0	118.0	127.0	133.0	135.0	132.0
Transportation Services						
Edmonton Transit	2,289.5	2,323.0	2,395.3	2,401.3	2,409.8	2,416.8
LRT Design & Construction	16.0	16.0	17.0	17.0	17.0	17.0
Roads Design & Construction	109.0	109.0	109.0	109.0	109.0	109.0
Transportation Operations	869.3	869.3	879.3	894.8	903.8	910.8
Transportation Planning	114.6	118.6	123.6	137.6	138.6	139.6
Total Civic Departments	9,587.8	9,834.6	10,225.2	10,428.5	10,542.8	10,649.6
Total Tax-supported Operations	12,655.4	12,987.8	13,518.3	13,838.2	13,995.3	14,131.4
Municipal Enterprises & Community Revitalization Levy						
Blatchford Redevelopment Project	8.0	8.0	8.0	8.0	8.0	8.0
Land Enterprise	15.0	15.0	7.0	7.0	7.0	7.0
Capital City Downtown Community Revitalization Levy	-	-	3.0	3.0	3.0	3.0
Total Municipal Enterprise	23.0	23.0	18.0	18.0	18.0	18.0
Utility Operations						
Drainage Services	684.9	690.9	725.9	760.9	769.9	777.9
Waste Management Services	465.8	476.7	525.9	548.6	563.3	566.5
Total Utility Operations	1,150.7	1,167.6	1,251.8	1,309.5	1,333.2	1,344.4
Total Full-time Equivalents	13,829.1	14,178.4	14,738.1	15,165.7	15,346.5	15,493.8

Tax-supported Operations
Approved Other Boards & Commissions

($000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue						
Combative Sports Commission	72	74	60	60	60	60
Fort Edmonton Park	3,229	3,255	3,271	3,271	3,271	3,271
Total Revenue & Transfers	3,301	3,329	3,331	3,331	3,331	3,331
Expenditure						
Arts Council	11,545	11,771	11,948	12,274	12,641	13,005
Combative Sports Commission	(73)	153	193	196	60	60
Federation of Community Leagues	5,709	5,529	6,272	6,097	6,168	6,238
Fort Edmonton Park	6,656	6,936	6,814	7,147	7,450	7,695
Greater Edmonton Foundation	3,700	3,700	3,700	3,700	4,000	4,000
Heritage Council	551	813	842	880	919	959
REACH Edmonton	2,592	2,643	3,183	4,229	3,785	3,840
Space & Science Foundation	1,926	1,965	1,994	2,029	2,070	2,111
Total Net Expenditure & Transfers	32,606	33,510	34,946	36,552	37,093	37,908
Net Operating Requirement						
Arts Council	11,545	11,771	11,948	12,274	12,641	13,005
Combative Sports Commission	(145)	79	133	136	-	-
Federation of Community Leagues	5,709	5,529	6,272	6,097	6,168	6,238
Fort Edmonton Park	3,427	3,681	3,543	3,876	4,179	4,424
Greater Edmonton Foundation	3,700	3,700	3,700	3,700	4,000	4,000
Heritage Council	551	813	842	880	919	959
REACH Edmonton	2,592	2,643	3,183	4,229	3,785	3,840
Space & Science Foundation	1,926	1,965	1,994	2,029	2,070	2,111
Total Net Operating Requirement	29,305	30,181	31,615	33,221	33,762	34,577

Full-time Equivalents	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Combative Sports Commission	1.0	1.0	1.0	1.0	1.0	1.0
Fort Edmonton Park	55.0	56.0	56.0	56.0	56.0	56.0
Total Full-time Equivalents	56.0	57.0	57.0	57.0	57.0	57.0

Amortization and Contributed Assets

	Amortization						Contributed Assets			
			Adjusted				Adjusted			
($000)	2013 Actual	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget
Boards & Commissions										
Police Service	11,430	13,281	13,552	16,060	16,885	20,528	-	-	-	-
Public Library	9,337	9,369	9,884	9,901	10,101	10,264	-	-	-	-
Civic Departments										
Community Services										
Community & Recreation Facilities	3,160	3,847	4,241	6,674	6,824	6,948	-	-	-	-
Facility & Landscape Infrastructure	38,924	56,492	40,344	55,213	56,954	59,337	-	-	-	-
Fire Rescue Services	903	1,000	1,005	1,404	1,674	2,093	-	-	-	-
Neighbourhoods - Other	13,904	16,020	17,912	19,242	15,593	20,258	5,500	5,500	5,500	5,500
Neighbourhoods - Land							-	22,000	22,000	22,000
Corporate Services										
Corporate Procurement & Supply Services	-	-	4	4	4	4	-	-	-	-
Fleet Services	18,593	19,061	17,973	17,536	18,326	18,233	-	-	-	-
Human Resources	34	34	34	34	34	34	-	-	-	-
Information Technology	19,434	18,301	16,375	17,325	17,850	18,386	-	-	-	-
Law	62	62	62	62	62	62	-	-	-	-
Office of the City Clerk	132	153	135	170	170	170	-	-	-	-
Financial Services & Utilities										
Assessment & Taxation	85	21	85	85	85	85	-	-	-	-
Financial Services	189	189	189	189	189	189	-	-	-	-
Mayor and Councillor Offices	6	6	6	6	6	6	-	-	-	-
Office of the City Auditor	8	8	8	8	8	8	-	-	-	-
Office of the City Manager										
City Manager	10	10	10	10	10	10	-	-	-	-
Sustainable Development										
Current Planning	220	529	370	1,039	1,239	1,439	-	-	-	-
Real Estate, Housing & Economic Sustainability	669	669	669	669	669	669	-	-	-	-
Urban Planning and Environment	124	124	124	904	2,356	3,119	-	-	-	-
Transportation Services										
Edmonton Transit	38,491	39,881	61,257	61,257	61,257	61,257	-	-	-	-
Transportation Operations	160,303	169,488	164,164	172,278	182,738	193,837	72,000	72,500	73,000	73,500
Total	316,018	348,545	348,403	380,070	393,034	416,936	77,500	100,000	100,500	101,000

Notes:
The non-cash budget for amortization and contributed assets is summarized in the table above.

The amortization and contributed assets budget is a non-cash budget This budget is necessary to comply with legislative requirements and does not impact tax levy requirements.

Contributed assets are donated assets from external third parties. The larger contributed assets are in Drainage, Roadways and Parks.
These assets typically result from construction of new sites where developers have completed the base infrastructure, such as sewage trunk and roadways, and the assets are then turned over to the City. As for Parks, the developer is obligated to dedicate 10% of certain sites as parkland.
The City recognizes the contributed asset as a tangible capital asset and also recognizes a contributed asset revenue amount.
The asset and revenue amounts are reported in the City's consolidated annual financial statements, in the Statement of Financial Position and Statement of Operations, respectively.